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September 1998 - June 1999

Working Together

Employee Development Programs and Services for State and Local Government

Building a Quality Workforce

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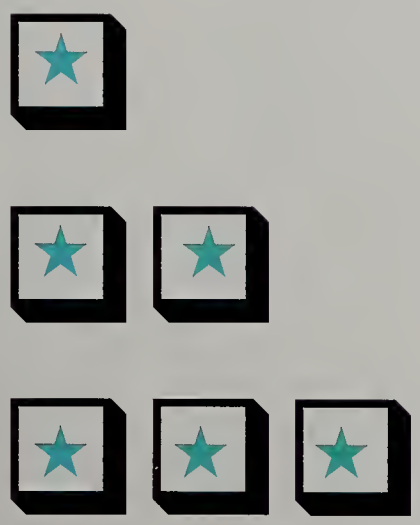


Commonwealth of Massachusetts
Human Resources Division

ARGEO PAUL CELLUCCI
GOVERNOR

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE DEPARTMENT
STATE HOUSE • BOSTON 02133
(617) 727-3600

August 14, 1998

Dear Colleague:

I am pleased to present the FY'99 catalogue of employee training and development programs for state and local government. I encourage you to review the courses described herein with a view toward enhancing your own professional development and that of your workforce.

Career development and training are high priorities of my Administration, as I recognize the critical importance of strengthening the Commonwealth's human resources to meet the challenges and opportunities ahead. Indeed, the continuous improvement of skills is a key factor in the delivery of high-quality services to the citizens of Massachusetts.

In order to provide more training opportunities and to make them more accessible for you, HRD has added new PC labs and distance learning centers equipped with state-of-the-art video conferencing systems in Boston and at four additional regional centers. The Centers are located at Massachusetts' state community colleges at Mass Bay, Framingham; Massasoit, Brockton; Mt. Wachusett, Gardner; and Quinsigamond, Worcester. These Centers will help expand the current training programs by serving as a powerful link to the rich educational resources of the Higher Education system.

I urge you to take advantage of the excellent programs and services offered by the Massachusetts Human Resources Division.

Sincerely,

Argeo Paul Cellucci

THE COMMONWEALTH OF MASSACHUSETTS
EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE
HUMAN RESOURCES DIVISION
ONE ASHBURTON PLACE, BOSTON, MA 02108

ARGEO PAUL CELLUCCI
Governor

CHARLES D. BAKER
Secretary

JAMES J. HARTNETT, JR.
Personnel Administrator

August 14, 1998

Dear Fellow Employee:

I am pleased to present the FY'99 Human Resources Division's Training Course Catalogue. It provides quality management and staff training and development opportunities for state and local government employees. Our Training Group has worked closely with your Department Training Liaison Officer to identify and offer programs that are relevant to management and staff development needs at all levels of government.

As government managers and employees, we are faced with the challenge of using limited resources to provide high quality services and programs to the citizens of the Commonwealth. Continuously enhancing our knowledge and skills is critical to our ability to meet this challenge. The programs and services in this Catalogue have been designed to assist you in this effort. I urge you to take advantage of them. An investment in training and development is an investment in our future.

HRD has entered into a partnership with four Massachusetts' state community colleges to establish regional training centers at their sites which are dedicated to providing management, staff, and PC training programs for public employees. In keeping current with the technology of anytime, anywhere learning, these centers have PC labs and traditional classrooms linked to our new distance learning center on the 10th floor of One Ashburton Place by state-of-the-art video conferencing equipment.

The creation of this partnership with the Community Colleges is an important initiative that opens up training opportunities by utilizing the educational resources of Higher Education and by bringing training closer to where you work and live.

I welcome your comments and suggestions on any aspect of these programs and services.

Sincerely,

James J. Hartnett, Jr.
Personnel Administrator

Publication No. 18054-108-15M-8/98-.82
Approved by: Philmore Anderson III, State Purchasing Agent

THE COMMONWEALTH OF MASSACHUSETTS

HUMAN RESOURCES DIVISION

MISSION

HUMAN RESOURCES DEVELOPMENT FOR ALL GOVERNMENT EMPLOYEES

Human Resources Division—Training Group

The Human Resources Division (HRD) Training Group is pleased to present its annual course catalogue of programs and services. We will work together with you to reach the common goal of developing the human resource potential, motivation, creativity, productivity and career satisfaction of all public agency employees.

Who We Are

The Training Group in the Human Resources Division (HRD) of the Executive Office of Administration and Finance, is the Commonwealth's central training and development organization for public agency employees. We provide a wide range of management, staff, and computer skills training opportunities for all levels of state and local government employees. We seek to work collaboratively with public agencies to help coordinate and expand current training programs to ensure that every employee has access to job related training and development programs. We also provide opportunities for networking, resource sharing and technical assistance.

Where We Are Located

Central Office:
Human Resources Division
One Ashburton Place, Room 1002
Boston, MA 02108
(617) 727-3777

Regional Learning Centers:
Massachusetts Bay Community College, Framingham
Massasoit Community College, Brockton
Mount Wachusett Community College, Gardner and Leominster
Quinsigamond Community College, Worcester
(See Course Schedule for directions to each location.)

Executive Office for Administration and Finance

Charles D. Baker, Secretary
James J. Hartnett, Jr., Personnel Administrator

Training Group

Coleman S. Kelly, Training Director
Mary J. Leoney, Deputy Training Director

Jean M. Comparetti, Training Manager
Jimmy V. Dieu, Registrar/PC Labs Supervisor
Sally M. Massaquoi, Administrative Secretary
Nancy W. Parsley, Trainer
Richard Perrier, Intern
Kelley B. Rolfe, Trainer
Angeline Tellis, Trainer
Marsha I. Wilson, Training Program Coordinator

ORGANIZATION GOAL

ORGANIZATION GOAL: To assist in the development of your Department's annual training plan. The central training programs and services are your primary source for general staff and management development.

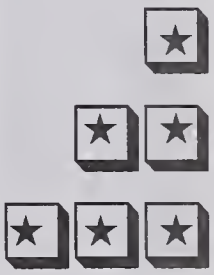
HRD STANDARD: It is recommended that 1% of your Department's operating budget be allocated to providing training. This fiscal commitment will help provide a minimum of 30 hours of training per year for every employee.

REGISTRATION: Agencies are encouraged to submit registration requests for the entire semester in keeping with their annual HRD training commitment.

Fall programs begin September 28, 1998.

Spring programs begin January 4, 1999.
The January - June, 1999 schedule will be sent to DTLO's in October, 1998.

Continuous Registration: Program slots can be requested on a continual basis and will be accepted if space is available.



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NEW FEATURES

Regional Training and Distance Learning Centers:

In keeping current with the technology of anytime, anywhere learning, the HRD Training Group has added new state-of-the-art PC labs and distance learning centers. These are located on the 10th floor of One Ashburton Place, and at four Massachusetts state community colleges. The Regional Centers are:

★ Massachusetts Bay Community College, Framingham
★ Massasoit Community College, Brockton
★ Mt. Wachusett Community College, Gardner & Leominster
★ Quinsigamond Community College, Worcester

These state-of-the-art Centers will serve as umbrellas under which public employees will have the opportunity to receive job-competency-based training closer to where they work and live. The Centers also help expand the current training programs by serving as a powerful link to the rich educational resources of the Higher Education system.

New Resources:

A resource room has been added to the tenth floor of One Ashburton Place. This resource room has a collection of videos, computer-based training programs and periodicals to help employees and training professionals enhance their skills and knowledge.

New Schedules:

The schedule for training programs is now divided into two parts: September - December, 1998 and January - June, 1999. **The January - June schedule will be issued by October, 1998 in order for agencies to plan their training for the second half of the year.**

New Offerings:

PC Courses

- HR Data in the Information Warehouse
- Introduction to the PC/ Windows NT/ Windows 98
- Transitioning from Office 95 to Office 97
- Microsoft Application Transition courses
- More convenient scheduling
- Single agency dedicated training at a special rate of $100 per person per six (6) hour class for 10 or more participants
- Additional 10% discounts for single agency dedicated training for 10 or more classes

NEW FEATURES

Management and Staff Courses

- Employment Liability Institute for Public Managers Program
- Innovative Ways to Use Technology for Public Managers
- Conducting Customer Surveys in the Public Sector
- Measuring Organizational Performance in the Public Sector
- Five Steps to Better Management
- Conflict of Interest Seminar
- Advanced Conflict of Interest Seminar
- Train-The-Trainer for Basics of the Employee Performance Review System (EPRS)
- Effective Performance Appraisal
- Administration of Personnel Functions
- Employee and Supervisor Relations
- Leadership Strategies for the 90's
- Electronic (E-Mail) Report Writing
- Leading Self-Empowered Teams
- Mastering Work Etiquette
- Treating the Citizen as a Customer
- Principles of Adult Learning
- Advanced Supervisory Practices
- Project Management Seminar

HRD Training and Development Custom Forum:

This Internet-based forum provides support and training resources to the Commonwealth. It is a central location for all state and municipal agencies to share ideas and resources for Training & Development. Within this forum you will be able to post messages to other training professionals. If you have Internet access and are interested in joining the forum or want more information, send an email to:

Kelley.Rolfe@state.ma.us

Catalogue on the Internet:

You can get additional copies of the HRD Catalogue and find out what's new each month in HRD Training by accessing us on the Internet at:

http:// www.state.ma.us/HRD/training

EPRS Supervisor's Guide & Employee's Guide on the Internet:

You can get additional copies of the EPRS Supervisor's and Employee's Guide on the Internet at:

http:// www.state.ma.us/HRD/training

REGISTRATION PROCEDURES

Employee Guidelines and Procedures for Registration

Complete the "Participant Registration Form" at the back of this catalogue. Use one form for each program request. Duplicate the form as needed.
Have your supervisor sign the form and send it to your Department Training Liaison Officer (DTLO).

If your registration request is approved and processed by HRD, your DTLO will sign the form and return it to you. When your request is confirmed, you will see [Confirmed] on your Participant Registration Form; otherwise, you will see [Wait List]. **If you are on the wait list, please do not go to the class. You must bring the Participant Registration Form to class for admission to the course.**

Attendance Information

Full day classes are scheduled to begin at 9:00 a.m. and end at 4:00 p.m.
Please arrive 15 minutes prior to the announced start time.

Half-day classes are scheduled from 9:00 a.m. to 12:00 noon, or from 1:00 p.m. to 4:00 p.m.

At the end of each quarter, your DTLO will receive a Transcript Report that lists the names of attendees at each session conducted by HRD.

Special Accommodation Requests

Please inform your DTLO of your needs. HRD will make every effort, with the support of your department, to accommodate your special needs.

Cancellation Policy

Registrations once confirmed to your department, cannot be canceled or substituted for another course. If you cannot attend, notify your DTLO immediately so that a substitute can take your place.

Important: If you do not show up or have your DTLO send an appropriate substitute in your place, your agency is still liable for paying for your slot in the course.

HRD reserves the right to cancel any course with insufficient enrollment. In cases of course cancellation, the DTLO will be notified 2 weeks prior to class date.

Extreme Weather Conditions:

Program held in Boston, Brockton, Framingham, Gardner and Worcester will be canceled when public high schools in the respective communities cancel school. Listen to local radio boardcasts for information on school closings.

REGISTRATION PROCEDURES

Department Training Liaison Officer (DTLO) Procedures and Guidelines for Registration

Complete the **Matrix Registration Form** that will be sent under separate cover to DTLOs only. Upon receipt of your completed Matrix Form, we will enter your program requests and forward a **Confirmation Report** to you. Carefully check the Confirmation Report and advise your employees of their status. If they are confirmed to attend, sign the Participant Registration Forms and instruct each employee to bring the form to class.

At the end of each quarter, you will receive a **Transcript Report** listing the names of the employees from your agency who have attended our courses.

The legend **"NO SHOW"** will appear on the agency report for absentees. Please instruct the employees to notify you immediately if they cannot attend. A substitute can be sent in place of the intended employee. **Substitutes must meet all course prerequisites**. Your department will be charged for courses for which you have confirmed slots whether or not the employee is in attendance.

If you have any questions, call HRD Training Group at (617) 727-3777, ext. 582, or fax us at (617) 727-4331.

Special Accommodation Requests

Requests for employees with special accommodation needs should be attached to the Matrix Registration Form when registering. With the support of your department, we will make every effort to accommodate special requests.

Cancellation Policy

Slots cannot be canceled or substituted for other courses. HRD Training reserves the right to cancel courses with insufficient enrollment. DTLOs will be notified 2 weeks prior to course cancellation.

Special Group Pricing

Computer Courses

Agency dedicated training for any one computer program is available on a limited basis at a special rate of $100 per person per six (6) hour class for ten (10) or more participants from a single agency. An additional discount will be applied when an agency reserves 10 or more dedicated training classes.

Management and Staff Courses

Contact the HRD Training Registrar at (617) 727-3777, ext. 582 for special group pricing information.

Extreme Weather Conditions:

Program held in Boston, Brockton, Framingham, Gardner and Worcester will be canceled when public high schools in the respective communities cancel school. Listen to local radio boardcasts for information on school closings.

DEPARTMENT TRAINING LIAISON OFFICER DIRECTORY

Department Training Liaison Officers (DTLOs) are appointed to keep HRD informed about department training needs, to publicize HRD programs within their department, and to administer the program planning and enrollment procedures. Please contact your DTLO (listed below) to access the programs and services described in this catalogue.

MMARS DEPT. CODE	STATE GOVERNMENT DIRECTORY			
Executive Office for Administration and Finance				
ADD	Admin. Agency for Developmental Disabilities	Craig Hall	(617) 727-6374	x106
ALA	Division of Administrative Law Appeals	Robert Tierney	(617) 727-7060	
ANF	Exec Office for Administration & Finance	Helen Chin Schlichte	(617) 727-3777	x518
ATB	Appellate Tax Board	Carl Benanti	(617) 727-3100	
BGT	Fiscal Affairs Division	David Norcross	(617) 727-2081	x410
BSB	Bureau of State Office Buildings	Patrick Reed	(617) 727-1100	x501
CAD	Mass. Commission Against Discrimination	Melanie Louie	(617) 727-3990	x226
CBO	Central Business Office	Lori Buseck	(617) 727-8181	
CSC	Civil Service Commission	Aris Gonnella	(617) 727-2293	
DCP	Division of Capital Asset Management	Lana Jerome	(617) 727-4006	x342
DOR	Department of Revenue	Paula Scagliotti	(617) 626-3448	
GIC	Group Insurance Commission	William Hilliker	(617) 727-2310	x3018
HRD	Human Resources Division	Linda Lynn-Weaver	(617) 727-3555	x218
ITD	Information Technology Division	Sarah Bourne	(617) 973-0933	
LIB	State House Library	Brenda Howitson	(617) 727-2595	
ODR	Office of Dispute Resolution	Karen Sontag	(617) 727-2224	x313
OHA	Mass. Office on Disability	Michael Dumont	(617) 727-7440	x304
OSD	Operational Services Division	James Hyde	(617) 727-7500	x390
PER	Public Employee Retire Admin. Comm.	Caroline Carcia	(617) 666-4446	
TRB	Teachers' Retirement Board	Michelle M. Moumdjian	(617) 727-3661	x312
VET	Department of Veterans' Services	Walter F. Pero	(617) 727-3578	x209
Authorities				
CNV	Mass. Convention Center Authority	Kathleen Arrigal	(617) 954-2000	
MBT	Mass. Bay Transportation Authority	Christine Bond	(617) 222-5104	
MPA	Mass. Port Authority	Maria McKinnon	(617) 568-3916	
MTA	Mass. Turnpike Authority	Michael Lee	(617) 248-2864	
WRA	Mass. Water Resources Authority	George Denhard	(617) 242-6000	x4030
Constitutional Offices				
AGO	Office of the Attorney General	Doris Donovan	(617) 727-2200	x2030
ART	Massachusetts Cultural Council	Michael Nagle	(617) 727-3668	x323
GOV	Governor's Office	Theresa Dolan	(617) 727-5415	x300
LOT	State Lottery Commission	Paula Morris	(781) 849-5517	
LTG	Office of the Lieutenant Governor	Theresa Dolan	(617) 727-5415	x300
SAO	Office of the State Auditor	John Reeks	(617) 727-6200	x183
SEC	Office of the Secretary of State	Bobbi Baker	(617) 727-4918	
TRE	Treasurer and Receiver General	Bob Horan	(617) 367-3900	x224
VWA	Mass Victim Witness Assistance Board	Paula Almeida	(617) 727-5200	x25

Office of Consumer Affairs and Business Regulation

ABC	Alcoholic Beverage Commission	Theresa Kelly	(617) 573-7313	
CTV	Massachusetts Cable TV Commission	Martha Leavitt	(617) 727-6925	
DOB	Division of Banks	Sheila Frackleton	(617) 727-0529	x307
DOI	Division of Insurance	Mary Carroll	(617) 521-7362	
DOS	Division of Standards	Charles Carroll	(617) 727-3480	
DPU	Department of Public Utilities	Donna B. Hardy	(617) 305-3685	
EFS	Energy Facilities Siting Council	Donna B. Hardy	(617) 727-6807	
MED	Board of Registration in Medicine	Jane Savery	(617) 727-3086	x310
REG	Division of Registration	Craig Chamberlain	(617) 727-0100	
SCA	Office of Consumer Affairs & Bus Reg	Theresa Kelly	(617) 573-7313	
SCA	Division of Energy Resources	Theresa Kelly	(617) 573-7313	
SRC	State Racing Commission	Joseph VanDeventer	(617) 727-2581	x515

Department of Economic Development

OIT	Office of International Trade	Elizabeth McCarthy	(617) 367-1830	x112
SEA	Department of Economic Development	Benay Carlino	(617) 727-8380	x306
SEA	Mass. Office of Business Development	Benay Carlino	(617) 727-8380	x306
SEA	Mass. Office of Minority & Woman Assist	Benay Carlino	(617) 727-8380	x306
SEA	Mass. Office of Film and Video	Benay Carlino	(617) 727-8380	x306
SEA	Mass. Office of Travel & Tourism	Benay Carlino	(617) 727-8380	x306

Department of Education

DOE	Department of Education	Audrey White	(781) 388-3300	x650

Executive Office of Elder Affairs

ELD	Executive Office of Elder Affairs	Sheila Donahue-King	(617) 222-7421	

Executive Office of Environmental Affairs

AGR	Department of Food and Agriculture	Mary Beth Burnand	(617) 727-3000	x101
DEM	Dept of Environmental Management	Johanna Zabriskie	(617) 727-3180	x626
ENV	Executive Office of Environmental Affairs	Julius Babbitt	(617) 727-9800	x272
EQE	Department of Environmental Protection	Diane Cavicchio	(617) 292-5561	
FWE	Dept. of Fisheries, Wildlife & Env. Law Enf	Diane Maguire	(617) 727-1614	x351
LLW	Low-Level Radioactive Waste Mgmt. Brd	Karen Middleton	(617) 727-6018	
MDC	Metropolitan District Commission	Joanne Rodriguez	(617) 727-9650	x230
SRB	State Reclamation Board	Margaret Havey	(617) 727-3000	x137

Executive Office of Health and Human Services

CHE	Soldiers' Home in Chelsea	Daniel Roderigues	(617) 884-5660	x100
DMA	Division of Medical Assistance	Stan Spack	(617) 210-5010	
DMH	Dept of Mental Health, Central Office	Ray Flannery	(617) 727-5500	x433
DMH	Taunton State Hospital	Joseph Lawlor	(508) 580-0800	x274
DMH	Central Mass. Area Office	Karen Jacobson	(508) 752-4681	x463
DMH	Northeast Area Office	Kenneth Nicosia	(617) 727-4610	x2830
DMH	Cape Cod/Islands Mental Health Ctr.	Joseph Lawlor	(508) 580-0800	x247
DMH	Metro South Area	Margaret LaMontage	(617) 727-9830	x4467
DMH	Western Mass Area	Harry Weinmann	(413) 584-1644	x473
DMH	Westboro State Hospital	Allan Bryne	(508) 366-4401	x2063
DMH	Metro Boston Area	Bobbie Dawkins-Brichouse	(617) 727-4923	x388
DMH	Southeastern Area Office	Joseph Lawlor	(508) 580-0800	x247
DMR	Department of Mental Retardation	Janet George	(617) 727-5608	x7766
DPH	Massachusetts Hospital School	M. Eugene Rivers	(781) 830-8311	
DPH	Department of Public Health	Joan Sullivan	(617) 624-5722	
DPH	Tewksbury Hospital	Daniel Sullivan	(617) 727-4610	x2458
DPH	Lemuel Shattuck Hospital	Katrina Gomes	(617) 522-8110	x178
DSS	Department of Social Services	Janet Fitzgerald	(617) 727-0900	x387
DYS	Department of Youth Services	Maria Cordero	(617) 727-7575	x342
EHS	Exec. Office of Health & Human Services	Juliette Regis	(617) 727-7600	x403
HCF	Division of Healthcare Finance & Policy	Evelyn Luna	(617) 988-3109	
HLY	Soldiers' Home - Holyoke	James Black, Jr.	(413) 532-9475	x147
MCB	Mass. Commission for the Blind	Patricia Harris	(617) 727-5550	x4403

MCD	Mass. Commission for the Deaf	Rosemary McLaughlin	(617) 695-7500	
MRC	Mass. Rehabilitation Commission	Philip LeBlanc	(617) 204-3756	
MRC	Mass. Rehab. Disability Determination	Robert Sullivan	(617) 654-7505	
OFC	Office for Children	Jan Anderson Avallone	(617) 727-8900	x146
ORI	Office of Refugees & Immigrants	Claire McDonough	(617) 727-7888	x341
WEL	Department of Transitional Assistance	Joyce Taylor	(617) 348-5759	

Board of Higher Education

BCC	Berkshire Community College	Donald Anders	(413) 499-4660	x244
BHC	Bunker Hill Community College	Mary Provo	(617) 228-2000	x2457
BRC	Bristol Community College	Tafa Awolaju	(508) 678-2811	x2194
BSC	Bridgewater State College	Jane Thomas	(508) 697-1324	
CCC	Cape Cod Community College	Chet Yacek	(508) 362-2131	
FRC	Framingham State College	Joseph Lopes	(508) 620-1220	
FSC	Fitchburg State College	Mary Scott	(978) 665-3172	
GCC	Greenfield Community College	Jean Battaglia	(413) 774-3131	x243
HCC	Holyoke Community College	Maureen Wildey	(413) 552-2219	
MAS	Massasoit Community College	Joseph Rucker	(508) 588-9100	
MBC	Mass. Bay Community College	Laurie Taylor	(781) 237-1100	x3171
MCA	Mass. College of Art	Debrah Keyes	(617) 232-1555	x301
MCC	Middlesex Community College	Gary McPhee	(781) 280-3200	x3530
MMA	Mass. Maritime Academy	Francis E. Lynch	(508) 830-5000	x2002
MWC	Mt. Wachusett Community College	Sheila Sykes	(978) 632-6600	x112
NAC	North Adams State College	Marilyn C. Truskowski	(413) 662-5598	
NEC	Northern Essex Community College	Judith Kamber	(978) 556-3000	x3955
NSC	North Shore Community College	Jane Coviello	(978) 762-4000	x4305
QCC	Quinsigamond Community College	Jay Foley	(508) 854-4415	
RCC	Roxbury Community College	Sheila Minors	(617) 541-5330	
RGT	Board of Higher Education	Carl Willis	(617) 727-7785	x234
SSA	Salem State College	Carol Corner-Dolloff	(978) 741-6223	
STC	Springfield Technical College	Myra Smith	(413) 781-7822	
UMS	UMass-Dartmouth	Sharon Skeels-Connors	(508) 999-8060	
UMS	UMass/Training & Development	Linda Marchesani	(413) 545-1787	
UMS	Umass Boston, Harbor Campus	Mary Grant	(617) 287-5150	
UMS	UMass Boston/Donahue Institute	Sharon Faherty	(617) 367-8901	
UMS	UMass Medical Center	Kristi Thompson	(508) 856-3237	
UMS	UMass Lowell	Richard Conley	(978) 934-3458	
UMS	UMass Office of the President	Chris Thillits	(617) 287-7020	
WOR	Worcester State College	John Hutton	(508) 793-8028	
WSC	Westfield State College	Timothy Murphy	(413) 572-5211	

Independent Commissions

BLC	Board of Library Commissioners	Barbara Glazerman	(617) 267-9400	x215
CPF	Office of Campaign & Political Finance	Margaret Muise	(617) 727-8352	
DAC	Disabled Persons Protection Commission	John Dunn	(617) 727-6465	x129
ETH	State Ethics Commission	Anne Marie Quinlivan	(617) 727-0060	
IGO	Office of the Inspector General	Mary Beth Farrelly	(617) 720-2072	
OSC	Office of the Comptroller	Lauren Johnson	(617 727-5000	x230

Judiciary

APC	Appeals Court	Daniel Thurler	(617) 725-8096	
BBE	Board of Bar Overseers	Laurie Aaron	(617) 357-1860	
BER	Berkshire District Attorney	Elizabeth Keegan	(413) 443-5951	
BRI	Bristol District Attorney	Joanne Rose	(508) 993-2650	
CJC	Commission on Judicial Conduct	Mark Signore	(617) 725-8050	
CMO	Clerk Magistrate's Office	Doug Sarnelli	(413) 781-8100	x2136
CPC	Committee for Public Counsel Services	Pamela M. Zullig	(617) 988-8312	
CPI	Cape and Islands District Attorney	Sarah Dale	(508) 362-8113	
DAO	District Attorney's Office West	Carolyn Knight	(413) 781-8100	
DCH	Administrative Office District Court	Albie Davis	(978) 745-9010	
EAS	Eastern District Attorney	Charles Grimes	(978) 745-6610	x121
MID	Middle District Attorney	William Butler	(508) 798-0826	

MHL	Mental Health Legal Advisors Comm.	Laura Colby	(617) 338-2345	
NFK	Norfolk District Attorney's Office	Jennifer Calabrese	(781) 329-5440	x249
NOR	Northern District Attorney's Office	Dolly Thomas	(617) 494-4088	
NWD	Northwestern District Attorney	Donna Dudkiewicz	(413) 586-9225	
QCH	Quincy District Court	Thomas Martin	(617) 471-1650	x281
SUF	Suffolk County District Attorney's Office	Laurie Sheehan	(617) 725-8616	
TRC	Trial Court	Robert Clayman	(617) 742-8383	x271
WES	Western District Attorney's Office	Ray Feyre	(413) 747-1013	x5000

Department of Labor and Workforce Development

BCA	Board of Conciliation/Arbitration	James Kelley	(617) 727-3466	
DES	Department of Employment and Training	Joan Folcik	(617) 626-5253	
DES	Division of Labor Market Information	Joan Folcik	(617) 626-5253	
DIA	Division of Industrial Accidents	Mary Guerin	(617) 727-4900	x227
EOL	Division of Apprentice Training	Jill Nelson-Dowd	(617) 727-3452	x105
EOL	Division of Occupational Safety	Jill Nelson-Dowd	(617) 727-3452	x105
EOL	MassJobs Council	Charles LaPier	(617) 727-7944	x179
ISP	Industrial Service Program	Patricia Collyer	(617) 727-8158	x321
JLM	Joint Labor/Management Committee	Mary Cappadona	(617) 727-9690	
LRC	Labor Relations Commission	Edward Srednicki	(617) 727-3505	x329

Division of Housing and Community Development

CEA	Community Econ. Dev. Assistance Corp.	Karen Kelly	(617) 727-5944	x114
OCD	Div. of Housing & Community Redevelop	Carol Kurzman	(617) 727-7147	x237

Legislature

HOU	House Committee on Personnel and Admin.	Patricia Crandall	(617) 722-2582	
LEG	Joint Legislative Expenditures	Kevin Blanchard	(617) 722-2520	
SEN	Office of Senate President	Leverett Wing	(617) 722-1511	
SEN	State Senate	Robert Cawley	(617) 722-1212	

Executive Office of Public Safety

AAB	Architectural Access Board	Deborah Ryan	(617) 727-0661	
BBR	State Board of Building Regulations	Ann Marie Rose	(617) 727-3200	
CCJ	Mass. Committee on Criminal Justice	Marie Beckford	(617) 727-6300	x349
CDA	Massachusetts Emergency Management	Joan Roche	(508) 820-2000	x2018
CHS	Criminal Justice Systems Board	Martin Censullo	(617) 660-4600	
CJT	Criminal Justice Training Council	Charles Dunlap	(617) 727-7827	
CME	Office of the Chief Medical Examiner	Timothy Manning	(617) 267-6767	x217
DFS	Department of Fire Services	Leslie Hoffman	(978) 567-3300	
DOC	Department of Correction	Rene Poirier	(617) 727-5911	x108
DPS	Department of Public Safety	Dianne Wallace	(617) 727-3200	x613
DPS	Bureau of Special Investigations	Carol Bowers	(617) 727-6950	x403
EPS	Executive Office of Public Safety	George Bibilos	(617) 727-7775	x526
EPS	Statewide Emergency Telecom Board	Stephanie Pires	(781) 944-9113	x110
EPS	Governor's Auto Theft Strike Force	Pamela Surret	(617) 727-0220	
HSB	Governor's Highway Safety Bureau	Maria Farrah	(617) 727-5073	x106
MIL	Military Division	Gary Richards	(508) 233-6525	
MRB	Merit Rating Board	Diane S. Faverman	(617) 351-9603	
PAR	Mass. Parole Board	Kathleen Skerry	(617) 727-3271	x115
POL	Department of State Police	Michael Byrne	(508) 820-2355	
RMV	Registry of Motor Vehicles	Paul Dauwer	(617) 351-9851	

Executive Office of Transportation and Construction

CTP	Central Transportation Planning Staff	Maureen O'Brien	(617) 973-7100	x7140
DPW	Massachusetts Highway Department	Connie Sorrentino	(617) 973-7409	
MAC	Mass. Aeronautics Commission	Linda Williams	(617) 973-8882	
TRP	Exec. Office of Transport & Construction	Amornrut Harnpukdipatima	(617) 973-7126	

MUNICIPAL TRAINING LIAISON DIRECTORY

This partial list of Municipal Training Liaisons is based on the growing number of local government departments participating in the Commonwealth of Massachusetts' training programs. If your department is not listed, please call your Personnel Department.

DEPT. CODE	LOCAL GOVERNMENT DIRECTORY - PARTIAL LISTING		
Municipal Fire Departments			
BIL	Billerica Fire Department	Cliff Critch	(978) 671-0940
DAR	Dartmouth Fire District 2	Allen Manley	(508) 636-2442
DUD	Dudley Fire Department	Thomas Vachand	(508) 949-8040
FFD	Franklin Fire Department	Chief Keith Hoyle	(508) 528-2323
KIN	Kingston Fire Department	Robert Heath	(781) 585-0532
WAK	Wakefield Fire Department	David L. Parr	(781) 246-6435
WIL	Wilbraham Fire Department	Daniel P. Merritt	(413) 596-3916
YAR	Yarmouth Fire Department	Paul James Antonellis, Jr.	(508) 398-2212
Municipal Police Departments			
BHP	Boston Municipal & Housing Police Dept.	Captain Kevin Maguire	(617) 635-4918
BOS	Boston Police Department		(617) 725-8680
BOX	Boxborough Police Department	Steve Trevory	(978) 263-2628
BOY	Boylston Police Department	William F. Perron	(508) 869-2113
CAL	Carlisle Police Department	David Galvin	(978) 369-1155
CAP	Cambridge Police Department	Gloria Amaral Pimentel	(617) 349-3331
CAR	Carver Police Department	Chief Diane Skoog	(508) 866-2000
CPD	Clinton Police Department	Lt. Joseph Casasanto	(978) 365-4111
DED	Dedham Police Department	Lt. John J. Teti	(781) 326-8460
DOV	Dover Police Department	J. G. Griffin	(508) 785-1130
EBP	East Bridgewater Police Dept.	Chief John L. Silva	(508) 378-7225
FAL	Falmouth Police Department	Captain Stephen O'Neil	(508) 457-2533
FAR	Fairhaven Police Department	Donald L. Joseph	(508) 997-1344
HOL	Holden Police Department	Sgt. Donald Ball	(508) 829-4444
HPD	Holyoke Police Department	Sgt. Daniel Sudsbury	(413) 536-6432 x524
LEI	Leicester Police Department	Sgt. Jeffrey Tebo	(508) 892-7010
MFD	Milford Police Department	Jim Herron	(508) 473-1113
MLB	Millbury Police Department	Richard Handfield	(508) 865-3521
MLT	Milton Police Department	Sgt. John Moriarity	(617) 698-3800 x127
NAT	Natick Police Department	Lt. Peter Mason	(508) 651-7271
NEE	Needham Police Department	William Slowe	(781) 455-7570
NPD	Northampton Police Department	Gerald LeVitre	(413) 584-0205 x116
SBY	Salisbury Police Department	Sgt. Kevin Pike	(978) 465-3121
SDA	South Dartmouth Police Department	Dick Phillips	(508) 999-0773
SHM	Stoneham Police Department	Lt. Joseph Del Rossi	(781) 438-1212
SOM	Somerville Police Department	Sgt. Patrick Silveira	(617) 625-1600 x7275
SPD	Salem Police Department	Cindy Jerzylo	(978) 744-0171 x60
SPR	Springfield Police Department	Bill Cochran	(413) 787-6310
STW	Stow Police Department	Chief Mark Prefry	(978) 897-4545
WAL	Walpole Police Department	Chief Joseph Betro	(508) 668-1095
WAY	Wayland Police Department	Chief Gerald J. Galvin	(508) 358-4808

Municipalities

ACT	Town of Acton	Doug Halley	(978) 264-9634	
ADM	Town of Adams	James Leitch	(413) 743-8300	
AGA	Town of Agawam	Sandra McFadden	(413) 786-0400	x239
AND	Town of Andover	Candace Hall	(978) 623-8530	
ASF	Town of Ashfield	P. Phelps	(413) 628-4641	
ATT	City of Attleboro, Personnel	Robert Adams	(508) 223-2222	x3292
AUB	Town of Auburn	Roger Belchumer	(508) 732-7800	
BAR	Town of Barnstable	Kathleen Hinckley	(508) 862-4694	
BED	Town of Bedford	Doreen Tremblay	(781) 275-0083	
BEL	Town of Belchertown	Gary Brougham	(413) 323-0403	
BOT	City of Boston, Training & Development	Dana Webber	(617) 635-3950	
BRK	Town of Brookline	Leslea Ellen Noble	(617) 730-2120	
BRN	Town of Berlin	Patricia Den	(978) 838-2931	
BST	Boston Alcohol Detoxification	Fredi Walker	(617) 983-3710	
BUR	Town of Burlington	David Owen	(781) 270-1600	
CAM	Cambridge Dept. of Public Works	Ruth M. Mackiewicz	(617) 349-4834	
CHI	Town of Chilmark	Timothy Carroll	(508) 645-2101	
CHL	City of Chelsea - School Department	Tina Sullivan	(617) 889-8407	
CHP	City of Chelsea, Personnel Department	Edward Ells	(617) 889-8294	
DRM	Town of Dartmouth	Maryanne Ferreira	(508) 999-0713	
EHP	Town of Easthampton	Patricia Papa	(413) 529-1466	
EXS	Essex County Sheriff's Department	Mark Cassola	(978) 750-1900	x310
FAI	Town of Fairhaven, Dept. of Public School	Bernard Roderick	(508) 979-4012	
FCC	Franklin County Commission	Peggy Sloan	(413) 774-3531	
FRM	Town of Framingham	Jane Joyce	(508) 620-4847	
GRA	Grafton Board of Selectmen	Nancy J. Hazen	(508) 839-5335	
HAM	Town of Hamilton	Candace Wheeler	(978) 468-5572	
HIN	Hingham District Court	Linda Santos	(781) 749-7000	x240
HMP	Hampshire County Jail	Mary Yarrows	(413) 584-5911	x202
HNS	Town of Hinsdale	Abby Kramer	(413) 655-2301	
KNS	Town of Kingston	Patricia Whalen	(781) 585-0500	
LLL	City of Lowell	Kathryn Tierney	(978) 970-4105	
LUD	Town of Ludlow	Betty K. Socha	(413) 583-5600	
LUN	Town of Lunenburg, Selectmen's Office	Joseph F. Bilotta	(978) 582-4144	
MAP	Town of Mashpee	Marilyn Farren	(508) 539-1408	
MAR	Town of Marshfield, Selectmen	Richard A. Montouri	(781) 834-5563	
MAY	Town of Maynard	Michael Gianotis	(978) 897-1001	
MEF	City of Medford, Office of Human Diversity	Diane L. McLeod	(781) 393-2501	
MET	Town of Methuen	Karen Budrow	(978) 794-3237	
NAD	Town of North Andover	Chris Liebke	(978) 688-9516	
NAN	Town of Nantucket	Nancy Oliver	(508) 228-7255	
NEW	City of Newton	Leon Brathwaite	(617) 552-7037	
NRD	Town of North Reading	Thomas Younger	(978) 664-6010	
NRF	Town of Norfolk	Greg Balukonis	(508) 528-1408	
NSL	Town of New Salem	Marjorie McGinnis	(978) 544-6437	
OBL	Town of Oak Bluffs	Katie Nunez	(508) 693-5511	
PCS	Plymouth County Sheriff's Department	Patricia Crowell	(508) 746-0610	x410
PEA	City of Peabody	Cynthia King	(978) 532-3000	x310
PEA	Peabody Public Schools	George Collins	(978) 531-1600	x420
PEP	Pepperell Board of Selectmen	Anita Tekle	(978) 433-0333	
PIT	City of Pittsfield	William F. Semanie	(413) 499-9340	
PLN	Town of Plainville	Kathleen Sandland	(508) 695-3142	x19
PLY	Town of Plymouth	Patricia Flynn	(508) 830-4100	
QUA	Quabin Regional School District	Donald Raffier	(978) 355-4668	
RUT	Town of Rutland	John P. Brennan	(508) 886-4100	
SAL	City of Salem	Elizabeth Rennard	(978) 745-9595	
SMV	Somerville, Personnel Department	Robert Joy	(617) 625-6600	
SPA	Springfield City Auditor	Tony Basile	(413) 787-6150	
SPC	Springfield Code Enforcement	Dan O'Sullivan	(413) 787-6030	
SPG	City of Springfield, Dept. Public Works	Tim Rabbitt	(413) 787-6224	
SPP	City of Springfield, Personnel Office	Robert Shonak	(413) 787-6064	
STO	Town of Stoneham	Jeffrey Nutting	(781) 279-2600	

SUD	Town of Sudbury, Personnel Office	Terri Ackerman	(978) 443-8891	x386
TRU	Truro Town Hall	Karen Sharpless	(508) 349-0461	
WAR	Town of Wareham	Patricia King	(508) 291-3100	x3119
WAT	City of Waltham	Brenda Capello	(978) 893-4040	x3115
WEN	Town of Wendell	Marjorie McGinnis	(978) 544-3395	
WEY	Town of Weymouth	Pamela Nolan	(781) 335-2000	x349
WLB	Town of Wilbraham	Joan Paris	(413) 596-2859	
WLS	Town of Wellesley, Dept of Public Works	Diane Jenkins	(978) 431-1019	x244
WOB	Town of Woburn	Jan Robbins	(781) 932-4400	
WRE	Town of Ware	Donna Pulchtopek	(413) 967-9648	
WSF	Town of Westfield	Peter Martin	(413) 572-6207	
WSW	Town of Westwood	Patricia Lanning	(781) 326-6450	X1028

Other

ARC	ARCHway, Inc.	Sonya Esber	(508) 892-9861	
BBS	Boston Business School	Beverly Titunik	(617) 787-5600	
CFH	Coalition for the Homeless	Denise Berna	(781) 582-2010	
DIA	Mass. Development Finance Agency	Caroline Jean	(617) 727-8257	X105
DLC	Disability Law Center, Inc.	Tim Sindelar	(617) 723-8455	
PIN	Parent Information Network	Robert Sissiom	(508) 947-8779	
STM	St. Mary's Women's and Infants' Shelter	Teresa Falzone	(617) 436-8600	x363
VAM	VA Medical Center	Martin Devnandan	(413) 584-4040	x2810

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SPECIAL SERVICES AND PROGRAMS

SPECIAL SERVICES AND PROGRAMS

Statewide Training Contract

The Statewide Training Contract for Training and Organizational Development services provides a list of trainers who have been certified by the Commonwealth to deliver training to state and local government employees. It is a major resource for your department as it minimizes many of the time-consuming aspects of selecting, contracting with, and paying vendors for in-house training activities. The Training Contract also functions as a tool to provide consistent quality of service for training offered in the Commonwealth. Additional information about vendors can be found on the Internet at:

http://www.state.ma.us/HRD/training

under Training and Development Vendor Information, or by contacting the Operational Services Division (OSD) at (617)-727-7500.

Performance Recognition Program

The Human Resources Division coordinates the Governor's Annual Commonwealth of Massachusetts Performance Recognition Program.

This program gives formal recognition to Commonwealth employees who make meaningful contributions, which distinguish them from their peers. These special awards focus attention on consistent, positive achievement by both individuals and teams of state employees, and recognize those who demonstrate innovation and dedication in their work, concern for the public trust, and a commitment to excellence.

Awards are given in three categories:

- The Manuel Carballo Governor's Award for Excellence in Public Service
- The Commonwealth of Massachusetts Citation for Outstanding Performance
- The Certificate of Recognition

In addition, the Eugene H. Rooney Public Service Award is given to an employee of the Commonwealth or one of its political subdivisions who has demonstrated excellence specifically in the field of Human Resources Development & Training.

Planning for the Performance Recognition Program and selecting winners is a year-long process, culminating in a dinner and ceremony to be held this year on Thursday, October 8, 1998. **Irma Gutierrez**, Coordinator for this program, can be reached at **(617) 727-3777, ext. 506**.

SPECIAL SERVICES AND PROGRAMS

Office of the Comptroller, Training Unit

The Training Unit in the Office of Comptroller offers a wide variety of training courses for state departments on a no-cost basis. Courses are designed to give managers and staff the skills necessary to manage and use the statewide personnel, financial, accounting and reporting systems. These systems include:

MMARS: Massachusetts Management Accounting and Reporting System
BARS: Billing and Accounts Receivable Subsystem
PMIS: Personnel Management Information System
CAPS: Commonwealth's Automated Payroll System
PCRS: Payroll Cost Reporting System
Commonwealth's Information Warehouse: Query and Reporting Tools

The Comptroller's Training Catalogue is distributed every three months (March, June, September and December) to MMARS/CAPS/PMIS Liaisons as well as to DTLOs. The catalogue gives a full description of all these courses. The catalogue is also available on the Internet at:

http://www.osc.state.ma.us (inside Magnet)
or http://www.state.ma.us/osc/osc.htm (outside Magnet).

Registrations are accepted only from MMARS/CAPS/PMIS Liaisons. To receive a Catalogue, or for additional information, please call the **Comptroller's Training Unit at (617) 727-5000, ext. 303**.

Massachusetts Office of Dispute Resolution

The Massachusetts Office of Dispute Resolution (MODR) is a state agency providing mediation, case evaluation, training, meeting facilitation, and other conflict management services at reasonable rates through partnership with private-sector practitioners. MODR custom designs programs for state agencies that seek to provide their employees with training in the following areas:

- Introduction to Alternative Dispute Resolution (ADR)
- Negotiation Skills
- Mediation and Settlement Skills
- Facilitation and Meeting Management

MODR's training programs are affordable and completely adaptable to the specific needs of an organization. For more information, please contact **Karen Sontag** at **(617) 727-2224, ext. 308.**

SPECIAL SERVICES AND PROGRAMS

State Ethics Commission

The State Ethics Commission conducts on-site seminars for state and county agencies as well as municipalities. Two courses being offered to public employees are the Conflict of Interest Seminar and the Advanced Conflict of Interest Seminar. In addition, the Ethics Commission will go anywhere in the Commonwealth, daytime or evening, to give a seminar. Although fees are not charged for the seminars, organizations are requested to provide copies of the educational materials for the attending audience. To arrange a seminar, please contact Public Education Secretary, **Pat McGilvray** at **(617) 727-0060**.

Harvard University/Bradford Fellowship Program for Excellence in Public Administration

Harvard University's John F. Kennedy School of Government and the Human Resources Division offer senior managers the opportunity to attend the University's Mid-Career Master in Public Administration Program.

The Mid-Career MPA Program is designed for experienced professionals who are college graduates, and who are dedicated to public sector management. This fellowship provides a unique means to pursue a well recognized program of study, enhancing management and public policy analysis skills, which are so vital within this state government environment.

Information on the program and eligibility criteria is sent to Cabinet Secretaries, Agency Heads, Human Resources Directors and DTLOs in December.

Suffolk University/Commonwealth of Massachusetts Fellowship Program for Excellence in Public Administration

Suffolk University and the Human Resources Division offer managers and senior professional staff the opportunity to attend the Frank Sawyer School of Management, Master in Public Administration Program (MPA).

The MPA Program is designed for managers and senior professional staff who are college graduates. It provides the means for high performing employees to pursue a well-organized program of study to enhance management and public policy skills, which are so necessary within state government.

Information on the program and eligibility criteria is sent to Cabinet Secretaries, Agency Heads, Human Resources Directors and DTLOs in January.

SPECIAL SERVICES AND PROGRAMS

Tuition Remission Program

The Commonwealth's primary educational offering is a tuition remission program available to full-time **state** employees. The guidelines for the tuition remission program administered by HRD are as follows:

- Tuition Remission is available to full-time **state** employees, and their **spouses**, if at the time of application the employee has at least six months of full-time or equivalent part-time service with the Commonwealth. In case of a break in service, employees will be credited with previous service as long as the break has been less than three (3) years.
- 100% tuition remission shall apply to enrollment in a state-supported course or program at the undergraduate or graduate level at any State Community College, State College, or the University of Massachusetts (excluding the MD program at the University of Massachusetts Medical School).
- 50% tuition remission shall apply to enrollment in a non-state supported course or program offered through continuing education at any State Community College, State College, or the University of Massachusetts (excluding the MD program at the University of Massachusetts Medical School).
- HRD administers this program for eligible **state** employees and their **spouses** as follows:
    - managerial and confidential employees in the Executive Branch
    - all non-union employees of Constitutional Offices (Governor, Lieutenant Governor, Secretary of State, Attorney General, State Auditor, State Treasurer)
    - employees in the Executive Branch and the Attorney General's office covered in Units 1, 3 and 6 (NAGE), Units 2, 8 and 10 (Alliance), and Unit 9 (Moses).
- Other state employees should consult with their Chief Personnel Officer for applicable Tuition Remission policies and procedures. The Chief Personnel Officer is usually the Signatory Authority for the agency.

FOR ADDITIONAL INFORMATION AND ELIGIBILITY, CONTACT YOUR HUMAN RESOURCES MANAGER OR THE HUMAN RESOURCES TRAINING GROUP AT (617) 727-3777.

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REGIONAL CENTERS

REGIONAL CENTERS

In keeping current with the technology of anytime, anywhere learning, the HRD Training Group has added new state-of-the-art PC labs and distance learning centers. These are located at four Massachusetts State Community Colleges to accommodate the increasing number and frequency of training programs. These Regional Centers are:

★ Massachusetts Bay Community College, Framingham
★ Massasoit Community College, Brockton
★ Mt. Wachusett Community College, Gardner and Leominster
★ Quinsigamond Community College, Worcester

These state-of-the-art Centers will serve as umbrellas under which public employees will have the opportunity to receive job-competency-based training closer to where they work and live. The Centers also help expand the current training programs by serving as a powerful link to the rich educational resources of the Higher Education system.

Directions to each regional center can be found in the "Course Schedules" section of this catalogue.

★ Community Colleges

The Massachusetts Community Colleges are well positioned to be a resource for workforce training and retraining. Collectively, the state's 15 Community Colleges offer thousands of courses ranging from business, computer science, engineering technology, health care and human services to liberal arts and science. Virtually every Massachusetts resident lives within a 25 mile radius of a Community College. Community Colleges can and do serve adults as well as traditional age students; more than half of all community college students are 24 years of age or older. Many are working adults who wish to acquire the skills needed to advance on a career ladder or to maintain their current employment in view of new applications of technology. All programs offered, stress and reinforce the development of cognitive skills that are essential if workers are to be prepared to adapt to changes in the workplace.

REGIONAL CENTERS

★ Massachusetts Bay Community College

Framingham Campus
19 Flagg Drive
Framingham, Massachusetts 02181

Overview

Chartered in 1961, Massachusetts Bay Community College is an open-access two-year public institution serving the Boston MetroWest region of the Commonwealth. Mass Bay is regionally accredited by the New England Association of Schools and Colleges (NEASC) as well as by more than a dozen program accrediting agencies, The College annually serves nearly 8,000 credit, non-credit, training and community service/continuing education students at its two full-service campuses in Wellesley Hills and Framingham.

The primary programmatic mission focus of Mass Bay is on advanced technologies and health sciences, with strong liberal arts and business programs. The College offers over sixty associate degrees and certificates. Mass Bay is nationally recognized for its Advanced Technology Center, which houses world-class technology and health science-related laboratories.

The College offers a variety of community education and professional development workshops through the Center for Business and Industry, the IBM Education Center, the Center for Clinical Excellence and the Center for Teacher for Recertification. Mass Bay also regularly sponsors a Concert-Lecture series, drama performances gallery exhibitions and, for nearly 15 years, has been the home of the Wellesley Symphony Orchestra, the artist-in-residence at Mass Bay.

★ Massasoit Community College

Massasoit Conference Center
Crescent Street-Route 27
Brockton, Massachusetts 02402
(508) 588-9100

Overview

Massasoit Community College, founded in 1966, is a state supported, comprehensive two year college that offers a quality education leading to Associate Degrees in Arts and Sciences, as well as one year certificate programs. Our career and transfer programs provide students with a wide variety of educational opportunities that prepare them for life, leadership and work. With two campus settings in Brockton and Canton, the college allows for limitless options in a variety of Liberal Arts, Allied Health, Engineering Technologies and Business fields of study. The college also offers, through the Division of Workforce Development and Community Education, custom designed credit and non-credit courses as well as community service programs to meet the workforce, social and personal needs of the community.

REGIONAL CENTERS

★ Mount Wachusett Community College

444 Green Street
Gardner, Massachusetts 01440
(978) 632-6600

Overview

Mount Wachusett Community College serves 29 cities and towns in North Central Massachusetts. Located on 269 scenic acres in Gardner, Massachusetts, the main campus includes an academic building with ample parking, a full-service library, the Fitness and Wellness Center, and the Theatre at the Mount.

Throughout the year, approximately 4,000 students enroll in full and part-time, credit and non-credit courses. Our students range in age from 16 to 70, and come from all walks of life to pursue many educational goals. Our facilities are fully accessible to persons with disabilities.

★ Quinsigamond Community College

670 West Boylston Street
Worcester, Massachusetts 01606
(508) 854-4308

Overview

Quinsigamond Community College is a college about opportunity, providing a full range of programs and services to area men and women. Gaining skills and knowledge for entry into career, changing careers, or improving careers is what Quinsigamond is all about. The College has prepared literally thousands of men and women for careers of their choice.

At the heart of Quinsigamond is its commitment to community—working with area businesses and industries, public agencies, social service organizations, and community organizations, the College is at the forefront of providing needed, up-to-date education and training relevant for a number of organizations.

People may opt for over 41 degree and certificate programs in such areas as management, human services, health, technology, social sciences, criminal justice, and science, or they may take advantage of a myriad of training opportunities. The College serves as a provider of training for several businesses and training organizations. Most recently, the College has been designated as a regional training site for the Human Resources Division of the Commonwealth of Massachusetts.

MANAGEMENT DEVELOPMENT PROGRAMS

MANAGEMENT DEVELOPMENT

These programs focus on providing the core management skills needed by managers at different levels in their career.

TIER I — **Making the Transition to Management for:**
Newly appointed entry level managers, and professional staff interested in transitioning to management.

TIER II — **Mid-Level Management Development for:**
Entry to mid-level managers

TIER III — **Senior-Level Management Development for:**
Senior managers

TIER III — **Managing People in Public agencies for:**
Senior managers

TIER IV — **Senior Executive Management for:**
Appointing Authorities and their key management-level assistants

Additional Management Development Courses:

These programs focus on providing specialized topics that meet the common development needs of managers.

- Governor's Leadership Seminar for Senior Executives in Government and Higher Education for Cabinet Secretaries, Agency Heads, Commissioners, College and University Presidents
- HRD's Breakfast Roundtable Management Information Series
- New Concepts in Public Management
- The Foundations for Public Deliberation
- Advanced Conflict of Interest Seminar
- Conducting Customer Surveys in the Public Sector
- Conflict Management
- Employment Liability Institute for Public Managers
- Executive Writing
- Five Steps to Better Management
- Grant Writing
- Hiring Skills
- How to Build a Learning Organization
- Implementing the Americans with Disabilities Act (ADA)
- Innovative Ways to Use Technology for Public Managers
- Leadership
- Measuring Organizational Performance in the Public Sector
- Project Management Seminar
- Speed Reading Skills for Managers
- Strategic Planning
- Team Building
- Using the 360 Degree Feedback Instrument

MANAGEMENT DEVELOPMENT

Tier I: Making the Transition to Management

You have been chosen for a managerial position, or you're thinking about making the move. By attending this dynamic workshop, you will define your role as a manager and learn to create a cooperative team. This two-day workshop will give you the fundamentals of the management process in order to promote your self-confidence and to improve your management techniques.

Participants: Newly appointed entry level managers or staff interested in management
Fee: $130

Tier II: Mid-Level Management Development Program

This five-day intensive management development program is for mid-level state managers or for those who have one to three years of hands-on managerial experience. This program addresses the skills and critical competencies identified by state agency managers in recent needs assessments. Included among the program topics are: Managing in the Public Sector; Planning/Decision Making; Improving Communications/Conflict Management; Team Development; and Managing a Diverse Workforce.

Pre-course and in-class assignments may be required to enhance transferability of skills and knowledge to the workplace. Individual action plans are designed into the curriculum. CEU credits from the University of Massachusetts are available for an additional fee.

Participants: Mid-level managers who have previously attended introductory management development programs, or have one to three years of hands-on management experience
Provider: University of Massachusetts Donahue Institute
Fee: $840

Tier III: Senior-Level Management Development Program

This five-day intensive management development program is for senior-level state managers or for those who have over three years of hands-on managerial experience. This program addresses the skills and critical competencies identified by state agency managers in recent needs assessments. Included among the program topics are: Managing Change and Innovation; Budgeting in the Commonwealth; Customer Focused Strategic Planning; Performance Coaching; and Negotiations and Collective Bargaining. Pre-course and in-class assignments may be required to enhance transferability of skills and knowledge to the workplace. CEU credits from the University of Massachusetts are available for an additional fee.

Participants: Senior and Executive-level managers who have previously attended the Tier II program, or other intermediate management development programs, or have over three years of hands-on management experience
Provider: University of Massachusetts Donahue Institute
Fee: $870

ATTENTION DTLO:
In addition to HRD's Matrix Registration, please fax a copy of the Registration Form, once slots are confirmed by HRD, to the UMass Donahue Institute at 617-367-1434.

MANAGEMENT DEVELOPMENT

Tier III: Managing People in Public Agencies

This program is an intensive, non-residential, four-day program for senior level public agency managers focused on how to create conditions where all employees can thrive. Respectful of the regulated, multi-customer public environment, the program is highly interactive and designed to enable managers to build on existing skills to anticipate and address organizational change and personnel situations that public agency managers encounter. The program includes sessions on understanding different organizational cultures and leadership styles and the processes for undoing bias and prejudice in the workplace. Participants will develop change management and organizational learning techniques, they will learn practical approaches to employee motivation in terms of managing and leading, the relevance of new "workplace skills", and how to use performance appraisal in productive and meaningful contexts.

Participants: Senior managers
Provider: Brandeis University
Fee: $870

Tier IV: Senior Executive Management

This five-day residential program focuses on developing strategic policies and general management responsibilities of the state executive. Classes will focus on the critical tasks of streamlining agency operations and providing essential services to the citizens of the Commonwealth through meaningful organizational objectives and the effective use of budget and staff. Participants are actively engaged in case study discussions, which present actual decision-making situations. Small group sessions encourage interaction with other top state executives and sharing of different approaches to common problems.

Where: John F. Kennedy School of Government, Harvard University
Participants: Appointing Authorities and their key assistants
Provider: John F. Kennedy School of Government, Harvard University
Fee: TBA

Governor's Leadership Seminar for Senior Executives in Government and Higher Education

This one-day program provides an opportunity to explore the changing face of public leadership and to analyze and discuss the broad questions of policy and strategy that face government in the face of organizational change. It will focus on organizational mission, systems thinking, and performance in public organizations and institutions of Higher Education. Recognized experts who will provide current research on organizational change will conduct the program. It will provide an opportunity for participants to foster cooperative interaction with colleagues and to share innovative thinking regarding these issues.

Participants: Restricted to Cabinet Secretaries, Commissioners, Agency Heads, College and University Presidents
Provider: MIT
Fee: TBA

MANAGEMENT DEVELOPMENT

HRD's Breakfast Roundtable Management Information Series

Top public subject matter experts will discuss personnel and financial management topics that affect the workplace. These informal information sessions provide managers with an opportunity to ask questions about and discuss a number of key topics of interest to state managers. They serve as a means to encourage communication among state managers and promote an understanding of the complex issues managers face in state government. When capacity allows, these 1 1/2-hour sessions will be video-conferenced to convenient regional sites. Sessions will be held monthly, November through June. Exact dates will be sent to registrants.

Managers may register for any one, several, or all sessions.

Topics and Dates:

- Legislative and Budget Process - November
- State Finance Law - December
- Labor/Management Relations - January
- EEO Overview/Cultural Diversity - February
- Ethics in State Government - March
- Understanding and Preventing Sexual Harassment - April
- Statewide Personnel and Financial Computer Systems - May
- Information Technology Initiatives in Massachusetts - June

* All eight sessions

Participants: All new managers should attend these session as well as all managers interested in learning more about these topics.
Provider: Human Resources Division
Fee: $10 per session; $60, all eight sessions

New Concepts in Public Management

The New Concepts in Public Management program that has been developed based on research, interviews, focus groups, and needs assessments with state agency managers. From these activities, a prototype for a new public manager emerged: one who creates strategic alliances, manages strategically, maximizes responsiveness to customers, embraces new ideas, uses analysis and technology to turn information to advantage, and serves as a source of inspiration and encouragement to co-workers. To support this model of a modern public manager, the UMASS Donahue Institute offers a five-day intensive management development program to senior and executive level state managers. Program topics will include: customer responsiveness strategies, managers as coaches, managing change and innovations through large group involvement, project management, data analysis and interpretation, and continuous quality improvement. Precourse and in-class assignments may be given to enhance transferability of skills and knowledge to the workplace.

Participants: Senior and executive level managers who have previously attended intermediate management development programs, or have three to five years of hands-on management experience.
Provider: University of Massachusetts Donahue Institute
Fee: $900

MANAGEMENT DEVELOPMENT

The Foundations for Public Deliberation

The responsibility of a public leader is not solely to make and implement decisions responsive to public wishes. A greater challenge is to engage the public in an on-going dialogue regarding which problems should or need to be addressed, what is at stake in such decisions, and how to strengthen the public's capacities to deal with similar problems in the future. But how? This class provides a framework for thinking about the role, responsibilities and competencies required of public officials, as well as citizens, in order to make public deliberation a more explicit part of the policy process.

Participants: Senior and executive level managers, and those who help shape public policy
Provider: University of Massachusetts Donahue Institute
Fee: $190

Advanced Conflict of interest Seminar

This one-half day seminar includes such topics as: restrictions on receiving gifts; outside employment; contracting with the town, county or state (where applicable); acting on matters in which family members and business associates have a financial interest; and leaving municipal, county or state government to work for companies which conduct business with the town, county or Commonwealth. We facilitate the discussion about the conflict law by hypothetical but realistic conflict situations which an employee may be faced on the job and discuss ways managers can spot these issues and deal with them.

Participants: Managers at all levels
Provider: Carol Carson, Public Education Director, State Ethics Commission
Fee: None

Conducting Customer Surveys in the Public Sector

This four session program will help participants through the entire customer survey process: designing survey items; designing a sample plan; and analysis and graphical interpretation of results. The focus will be on real examples from governmental agencies, and show how effective surveys may be used to enhance knowledge about the needs and satisfaction of state agency customers. There will be a focus on real problems introduced by the participants. No previous statistical background is required.

Participants: Managers and professional staff
Provider: University of Massachusetts Donahue Institute
Fee: $840

MANAGEMENT DEVELOPMENT

Conflict Management

Any group of people working together will experience situations of conflict. Learning to manage and resolve situation conflict has become an essential tool in effective management. This two-day course will explore the nature and dynamics of conflict, assertive communication, preferred styles for dealing with conflict, fairness issues and the value of joint problem solving to produce win-win situations. Participants will learn to identify the five typical responses to conflict, and how to diagnose, plan, prepare and implement an effective action plan to resolve conflict constructively.

Participants: Managers and supervisors at all levels
Fee: $130

Employment Liability Institute for Public Managers Program

Rapidly changing employment laws and regulations and a series of recent highly-publicized court decisions regarding workplace conduct have resulted in a heightened awareness of the legal liability of employers. Litigation of workplace conflicts is at an all-time high and many public sector managers and employees find themselves feeling pressure to become legal experts in order to perform their basic duties. This course will attempt to offer practical solutions and current information to managers and employees, assisting them in managing their employees fairly and lawfully. The following topic areas are representative of topics to be included: Compensation and Labor Relations; Employee Benefits; Applying the American with Disabilities and Family Medical Leave Acts; Hiring, Performance and Corrective Action; Grievance Procedures; Employee Safety and Security, including Workplace Violence and Sexual Harassment.

This five day Employment Liability Institute will also allow participants to share the latest regulatory information and promising practices using an interactive Internet program.

Participants: Managers at all levels. *No prior legal education or training is required.*
Provider: University of Massachusetts Donahue Institute
Fee: $1000

Executive Writing

This one-day program is designed for participants who write to influence and also review the writing of others on their staff. This is an advanced level writing seminar. Topics include: techniques to enhance and refine your writing, how to review and analyze the writing of others, coaching and critiquing positively, self-editing, and working with problem writing.

Participants: Executives, senior level managers and supervisors
Fee: $95

MANAGEMENT DEVELOPMENT

Five Steps to Better Management

What is your worst work-related nightmare, sudden employee turnover, the announcement of an upcoming audit, or the receipt of an unexpected bill? This one-half day workshop designed for managers and supervisors at all levels, explains a management technique that allows you to prepare for the potential disasters that can happen to us all. New technology and current changes in regulations are forcing managers to rethink current management practices. Take a break from your current schedule to participate in a half-day workshop that combines practical exercises using this technique along with a panel discussion. An invited panel of managers will discuss how they cope with and anticipate changes.

Participants: Managers and supervisors at all levels.
Provider: Office of the State Comptroller
Fee: None

Grant Writing

This two-day seminar will focus on topics to help personnel involved in grant writing, including: outlining your objectives, organizing an effective proposal narrative, preparing a realistic budget, writing a budget justification, including the right personnel, finalizing and sending the proposal, and organizing effective grant writing teams. Participants will have ample opportunity to learn the various components of a successful proposal and to actually begin their own proposal draft. Please bring a proposal that you are currently or will soon be working on.

Participants: Individuals engaged in writing grants for their agencies
Fee: $175

Hiring Skills

This one-day program will provide managers and supervisors with the knowledge and skills needed to recruit, interview, and select the best person for the job. Topics include: identifying job competencies, developing interviewing questions, establishing evaluation criteria, interviewing and assessment. These skills will be presented within the guidelines of merit hiring and ADA.

Participants: Managers and professional staff
Fee: $65

MANAGEMENT DEVELOPMENT

How to Build a "Learning Organization"

At the Statewide Human Resources Conference on June 4 at the University of Massachusetts-Boston, Dr. Peter M. Senge, author of The Fifth Discipline, discussed characteristics of the "learning organization". This one day course seeks to expand on Dr. Senge's presentation by offering practical tools and approaches to build/maintain model learning organizations within the public sector. Key areas of emphasis will include: (1) helping participants understand that learning occurs when people care about the subject matter; and (2) learning in an organization depends upon the ability to share ideas.

Participants: Managers at all levels
Provider: University of Massachusetts Donahue Institute
Fee: $190

Implementing the Americans with Disabilities Act (ADA)

Organizations are required to make the workplace accessible to people with disabilities. This course is designed to address the ADA law and its impact on government agencies. Content includes the law, intent, policy, and resource and financial issues of implementing ADA in the workplace. The focus is on employment practices that enable qualified applicants or employees with a disability to participate in the job application process, perform essential job functions, and enjoy the same benefits and privileges of employment enjoyed by employees without disabilities. Participants will practice identifying and writing essential job functions as applied to State Form 30 (Position description form).

Participants: Individuals charged with implementing ADA at their agency
Provider: Massachusetts Office on Disability
Fee: $10

Innovative Ways to Use Technology for Public Managers

This one day course provides managers with little or no technical knowledge an opportunity to explore the role of technology in business and specific applications of technology within the public sector. The participants receive an overview of key concepts of computers, information technology and other integrated office automation solutions. The participants explore a manager's role in identifying opportunities and needs for technology in their organization, and the implications of technology to leading their organization.

Participants: Managers and professional staff
Provider: University of Massachusetts Donahue Institute
Fee: $190

MANAGEMENT DEVELOPMENT

Leadership

This one-day program is intended to enable managers to analyze their leadership style, explore approaches to effective leadership, and maximize the effectiveness of their organization from both a systems and an interpersonal perspective. This program will provide participating decision makers with a format for understanding the dynamics of leadership. It will discuss situation contingencies and leadership style, in order to identify priorities. It will include strategies for human resource and organizational management, and for increasing teamwork and motivation among your staff.

Participants: Managers at all levels
Fee: $65

Measuring Organizational Performance in the Public Sector

This four session seminar will help participants to develop effective internal measures of organizational performance (e.g., errors, turn-around time). Participants will learn to design and select good measures, set up and monitor a data collection plan; and how to analyze and geographically display the results. No previous statistical background is required.

Participants: Managers and professional staff
Provider: University of Massachusetts Donahue Institute
Fee: $840

Project Management Seminar

This two day seminar will provide project managers the tools to effectively plan, staff, budget, and administer a successful project. The seminar will also cover topics such as: providing effective team leadership; learning and using a software tool such as Microsoft Project, as well as CPM and PERT as methods of keeping projects on time and on budget; prioritizing activities within a project as well as the entire project itself; dealing with the changes and adjustments present in any project; and understanding how the constraints of time, resources and budget affect project planning and development.

Participants: Project managers and professional staff responsible for the implementation of projects
Fee: $225

Speed Reading Skills for Managers

This two-day workshop will teach you how to read everything you are expected to digest and still have time to get the job done. Designed to meet the precise needs of management, this remarkably effective course uses many relevant, high-interest reading selections to provide a dramatic increase in your on-the-job reading speed and ability to retain pertinent information.

Participants: Managers at all levels
Fee: $165 (includes textbook)

MANAGEMENT DEVELOPMENT

Strategic Planning

The ability to develop a strategy for accomplishing goals within your unit is crucial to the successful delivery of services. This two-day program will focus on problem analysis, goal setting and planning and how to apply these techniques within the constraints and mission of your organization. Participants will have an opportunity to discuss and analyze their own problems and examine innovative approaches to these challenges.

Participants: Managers and professional staff
Fee: $130

Team Building

This two-day program will focus on the dynamics of team building, either within an organization or across organizational boundaries. Participants in this course will understand the dynamics which accompany a project where people need to work together to accomplish a common goal. Topics will include: stages of group development, the foundation of a successful team experience, effective meetings, managing difficult behavior, process skills and problem solving.

Participants: Managers and professional staff
Fee: $130

Using the 360 Degree Feedback Instrument

In recent years, 360 degree assessment has become a popular tool for improving on-the-job performance. In addition, it is now being used for performance management and development, determining pay increases, etc. This one-day session provides the participant with an overview of 360 degree feedback and with the key skills necessary to effectively administer the instrument within an agency.

Participants: Managers and professional staff
Provider: University of Massachusetts Donahue Institute
Fee: $190

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STAFF DEVELOPMENT

STAFF DEVELOPMENT

Techniques of Supervision

This five session course is designed for first-line supervisors as an introduction to basic supervisory practices. Areas to be addressed include: Roles and responsibilities; Motivation; Communication; Planning and directing employee performance; Managing conflict; Problem solving; Supervising in a culturally diverse and changing work environment.

A combination of lecture, group exercises, and role plays will be used to enhance the learning experience of participants. The goal of the program is to enable participants to supervise more effectively.

Participants: First-line supervisors
Fee: $275

Intermediate Supervisory Practices

Designed for the experienced supervisor, this two-day program focuses on the more challenging situations supervisors face on the job. Topics will include: Effective resource management; Communication; Planning and directing employee performance; Effective discipline; and Performance feedback and evaluation. Emphasis will be on problem solving around the participants' issues.

Prerequisite: Three years' supervisory experience, and must have previously taken an introduction to supervision course
Fee: $135

Advanced Supervisory Practices

This 2-day workshop provides the often time-starved manager with skills and tools to manage the realities of a team-based, fast-paced, crisis-oriented public workplace. Today's public organizations depend on high-performing, creative employees who are tuned into the big picture and who have a personal commitment to make the organization successful, dispelling the myth of what it means to be a public employee.

Units are drawn from Zenger Miller, an international consulting, educating, and training company. Units included are: Moving the organization forward; Identifying work priorities and setting verifiable goals; Conducting a collaborative performance review; and Correcting performance problems.

Participants: Supervisors who have completed an intermediate supervisory skills course, or have the equivalent knowledge or experience
Fee: $130

STAFF DEVELOPMENT

Supervising the Marginal Employee

Supervising the marginal employee is one of the more challenging responsibilities of supervisors. This one-day seminar will provide participants with practical techniques to make the supervisory relationship more manageable. The purpose of this program is to enable supervisors to assess, problem-solve and make decisions within the context of difficult situations with employees. Skills include: Planning and directing employee performance; Motivation; Performance feedback and evaluation; and Effective discipline.

Participants: Supervisors
Fee: $65

Career Planning for Support Staff

This one-day workshop for clerical and support staff will focus on a process for individuals to identify their short- and long-term job and career goals, to understand the opportunities and resources available to them, and to develop techniques and skills for career mobility. Tips on resume writing, networking and interviewing skills will be included.

Participants: Clerical and support staff
Fee: $65

Core Writing Skills

This two-day workshop will help participants understand the basic building blocks of English. It will identify the eight parts of speech, analyze sentence structure, and review punctuation rules and conventions. The seminar will also offer guidelines on handling abbreviations and numbers, and useful proofreading techniques. A portion of the seminar time will be devoted to helping participants acquire the confidence to undertake short on-the-job writing assignments.

At the conclusion of each lesson, participants will complete practice exercises and receive individualized feedback to help ensure understanding and competency. Participants should bring three or four recent samples of their writing to the class.

Participants: All staff who need to review and practice their basic writing skills
Fee: $150

Business Writing: Letters and Memos

Learn how to write more effective letters and memos in this fast-paced one-day workshop. Everyone wants to write letters and memos that state the message clearly, command attention, compel action and create a winning impression. This program is designed to enhance your ability to communicate in clear, concise and effective business language. It is not for individuals having difficulty with basic writing skills but is geared for writers who are seeking to refine their skills.

Participants: All staff who want to improve their written communication skills
Fee: $80

STAFF DEVELOPMENT

Business/Report Writing

Writing as a major form of communication must be clear, concise and attention-getting. This two-day course will concentrate on writing skills and report writing. A hands-on approach allows students to draft, analyze, and compose effective business letters, memos, and reports. Participants will use their own job-related writing samples in case studies.

Participants: All staff who want to improve their written communication skills
Fee: $130

Electronic (E-Mail) Report Writing

This program, presented in two half-day sessions, is designed to enhance the designing, writing, and editing of electronic business correspondence. This includes discussing appropriate electronic writing form and style in communicating, E-mail etiquette, written and oral communication effectiveness, editing and proofreading skills. Emphasis on discussion and hands-on practice activities with work in partners and teams.

Participants: All staff who want to improve their written communication skills
Fee: $65

Intermediate Writing

Is writing one of your most difficult responsibilities on the job? Do you put off writing that report, letter, or memorandum? Does your supervisor rewrite every word? This two-day seminar will provide participants with the skills necessary to produce clear writing with confidence. This includes: How to get started; Drafts; Organizing information; Selecting and prioritizing what will be presented; and Writing clear, direct, and understandable sentences. Everyone can learn to enjoy the writing process. Participants should bring three samples of their writing to the class.

Participants: All staff who have writing responsibilities as a major job duty.
Fee: $150

Report Writing

A properly constructed report is one of the most powerful business communication tools. This two-day program is designed for employees who have technical and other report responsibilities as a major job activity. This seminar will focus on how to organize and structure content, articulate objectives, direct the message to specific audiences, and format the completed project. Participants will practice analyzing and editing. Participants should bring a recent sample of their report writing to class.

Participants: All staff who have report writing responsibilities as a major job duty.
Fee: $150

STAFF DEVELOPMENT

Administration of Personnel Functions

This one-half day class blends the Personnel Administration functions with Human Resources Planning and will provide an entry-level experience in developing the necessary skills for a Personnel professional. Topics covered include an overview of the general principles that apply to human resource planning, recruitment, sources of prospective candidates, application and job description, and orientation and training.

Participants: Human Resources staff
Fee: $35

American Sign Language I (ASL)

This multi-session course is an introduction to ASL and Deaf culture. ASL is the primary language of the American Deaf Community. The course introduces commonly used signs, basic rules of grammar, non-manual components of ASL and some cultural information about the deaf community. Participants will develop a basic expressive and receptive sign vocabulary. They will learn to produce and understand grammatical sentences and dialogues, attain competence and demonstrate ability to use some basic grammatical rules of ASL. Participants will also become familiar with some cultural and behavioral aspects of the deaf community including etiquette and life styles. In-class practice of ASL includes everyday conversation.

Participants: All staff wishing to learn ASL
Fee: $285 (includes the cost of the text)

American Sign Language II (ASL)

This is a 12 session intermediate course in ASL and Deaf culture. Participants will further develop their expressive and receptive sign vocabulary and skills. They will learn to produce and understand more complex grammatical sentences and dialogues, and will have an opportunity to practice everyday conversation.

Participants: All staff who completed ASL I
Fee: $285 (includes the cost of the text)

Assertiveness Training for People in the Workplace

Assertiveness training will help you to be more personally effective both in the workplace and at home. You will learn how to stand up for your rights without denying the rights of others and how to turn self-defeating behavior patterns into productive action. In this one-day session we will explore the ways in which we deal with others, and look at our culturally-learned responses, as well as our personal obstacles to assertiveness.

Participants: All staff interested in learning more about effective assertiveness
Fee: $65

STAFF DEVELOPMENT

The Basic Principles for a Collaborative Workplace

Organizations today require a workplace where everyone is willing and able to work together in new and collaborative ways. Collaboration positively affects productivity, quality, customer expectations, and overall organizational performance. This unit shows how the Basic Principles create a climate where everyone is able to cooperate, share ideas, and work together for a common purpose.

At the completion of this one-half day workshop, the participant will be able to: Explain the importance of collaboration and shared values in creating a high performance organization; Identify the values that are important to you and to your organization; Explain how the Basic Principles help put shared values into practice; and Apply the Principles in a variety of situations.

Participants: Staff at all levels
Fee: $40 (including workbook)

Basic Workplace Spanish

This 10 session course is designed to address the workplace issues and communication needs of the participants. Content will focus on basic grammar, building vocabulary and increasing verbal communication skills. Participants will achieve a basic level of two-way conversation with people who speak Spanish. This is an entry level course for individuals who do not speak or understand Spanish.

Participants: All staff who need Spanish language skills on the job
Fee: $285 (includes the cost of the text)

Coaching: Bringing Out the Best in Others

Effective coaching aims to maximize the performance of everyone associated with an organization – employees, managers, customers, and suppliers. By applying coaching skills in the workplace, employees can motivate, guide, and support one another in working toward, and achieving, top performance. This unit helps participants recognize daily opportunities to coach people with whom they work and also provides participants with the coaching skills that they need in order to bring out the best in everyone.

At the completion of this one-half day workshop, participants will be able to: Describe the role of a coach; Explain why everyone in the organization needs to be a coach; Describe how coaching can benefit everyone in the organization; Identify behaviors that help foster a supportive coaching environment; Demonstrate a variety of asking and listening techniques to use when coaching others formally and informally; and Use the key actions to conduct a coaching session.

Participants: Supervisors and professional staff
Fee: $40 (includes workbook)

STAFF DEVELOPMENT

Conflict of interest Seminar

This one-half day seminar presents an overview of the conflict law for municipal, county and state officials and employees. The purpose of the seminar is to explain to these individuals how to avoid potential conflicts that may arise between their private interests and public positions. The goal of the presentation and question/answer period is to provide a basic understanding of the principles of the law and how to comply with them by discussing "real life" situations and conflicts that may arise on the job.

Participants: New state, county and municipal employees as well as any state, county and municipal employee who has not previously attended an ethics seminar
Provider: Carol Carson, Public Education Director, State Ethics Commission
Fee: None

Customer Relations

Dealing effectively with the public is a skill that every state government employee should be able to demonstrate. The goals of this course will be to develop the ability to communicate effectively with the public in a professional manner. This one-day program will include effective telephone techniques, appropriate referrals, dealing with the hostile client, and priority setting.

Participants: All staff who have contact with the public on the job
Fee: $65

Embracing Diversity

In this one-day program you will learn how to heal the impact of discrimination and remove the hurt, misinformation and powerlessness, which keep forms of discrimination in place. Learn the skills necessary to be effective in interrupting oppressive remarks and to take principled stands on behalf of your own group and others.

Participants: All staff
Fee: $65

Employee Performance Review System (EPRS): Train-the-Trainer

The Employee Performance Review System (EPRS) is the state's performance planning and appraisal program for collective bargaining unit employees and is administered by the Human Resources Division. This one-day session for agency trainers will introduce the EPRS cycle and forms, address policy and how to develop a Remedial Development Plan, provide practice writing appropriate job duties and performance criteria, and differentiate between the various ratings possible. Agency trainers should bring Form 30 Job Descriptions and/or completed EPRS forms to the session.

Participants: Agency personnel responsible for training
Fee: None

STAFF DEVELOPMENT

Effective EPRS Communication Skills

This one-day course for supervisors and employees teaches you how to use the Employee Performance Review System (EPRS) as a communication tool to set goals and evaluate whether those goals have been reached. Different communication styles will be discussed as well as ways to give and receive feedback and how to effectively participate in performance reviews. Methods of preparing for and diffusing difficult situations will be practiced. Participants will use examples from their own lives as well as case studies presented in the class.

Participants: Employees and supervisors covered by Collective Bargaining
Prerequisites: Knowledge of EPRS — this is not an introduction to EPRS
Fee: None

Effective Performance Appraisal Process

The subject of performance appraisals can be either difficult and depressing or dynamic and positive. This workshop, presented in two half-day sessions, will help you through the process, provide you with guidelines in effective appraisal discussions, identify the pitfalls to avoid, help with attitudinal change necessary to conducting or participating in the process, provide pointers on dealing with unsatisfactory performance, etc.

Participants: Supervisors
Fee: $65

Employee and Supervisor Relations

This one-half day class will help to develop skills needed for the development and maintenance of a trusting and responsible relationship between management and employees. Topics covered include verbal and non-verbal communication, listening, feedback, introducing and managing change, counseling and discipline, documentation and termination.

Participants: Supervisors and professional staff
Fee: $35

Language Skills for ESL Employees

This four session program is designed to strengthen and reinforce the fundamentals of English for employees whose native language is not English. It will focus on both speaking and writing skills. Participants will practice expanding their vocabulary, polishing verbal skills, improving grammar and mastering punctuation. This is not a beginning course in ESL, but a course for people who need to strengthen the impact of their business communication skills.

Participants: For individuals whose native language is not English
Fee: $250

STAFF DEVELOPMENT

Leadership Strategies for the 90's: The Leader in Each of Us

Today, far-reaching advances in technology, continually increasing customer expectations, and the expanding global marketplace are re-defining the standards for competitive success. As a result, organizations are facing a host of challenges, many of which were not visible even a few years ago. A key response to these new challenges is making leadership the responsibility of everyone in the organization. This one-half day session defines what is common to leadership roles regardless of the individual's specific assignment or position in the organization.

Participants: Supervisors and professional staff
Fee: $40 (includes workbook)

Leading Self-Empowered Teams

Discuss skills necessary for effective team functioning; roles of team members; how to design effective teams; how to create "buy in" to team goals and priorities. In this one-day program, you will use a simulation exercise, participate in a team activity and evaluate your effectiveness as a team player.

Participants: All staff who work as part of a team
Fee: $65

Managing Your Priorities

Rapid change, flatter structures, and cross-functional duties dictate that individuals are expected to assume greater responsibility for managing their own tasks. To do that, employees need to know how to handle competing priorities shift gears smoothly, and coordinate and negotiate responsibilities, schedules, and resources with others. The activities in this one-half day workshop provide the awareness and skills participants need to make better decisions about their daily work. Participants learn techniques that help them deal with complex interpersonal interactions, build strong work relationships, and increase overall productivity, even in an environment where changing priorities are a daily reality.

Participants: All staff interested in learning more about managing priorities
Fee: $35

Mastering Work Etiquette

Treating the public and co-workers with courtesy is as important as knowing your business well. This one-day workshop covers the business of lunching, telephone techniques, avoiding sexism, and how to dress professionally.

Participants: Clerical and support staff
Fee: $65

STAFF DEVELOPMENT

Myers-Briggs Type Inventory (MBTI)

Would you like to learn how your personality style affects your work methods, as well as your interactions with your colleagues and the public? This informative workshop offers administration of the MBTI, interpretation of MBTI results, problem solving according to your personality type. This one-half day workshop will help you enhance your personal and professional relationships.

Participants: All staff interested in learning how personality styles work together
Fee: $50 (includes the Myers-Briggs instrument)

Professional Skills for Support Staff

This comprehensive three-day seminar will provide clerical/support staffs with training to better realize their potential in the office. The seminar provides techniques to improve verbal and written communication, assertiveness, motivation, time management and supervising others. It will also discuss planning for professional career growth.

Participants: Secretarial personnel and support staff
Fee: $200

Public Speaking

Learn how to improve your ability to make effective presentations before small and large groups. This three-day course will focus on improving your ability to deliver accurate, concise, and persuasive messages, whether for a formal presentation or as a part of your daily responsibilities. Practice and feedback will allow participants to identify their communication strengths and weaknesses. Course content includes: organization, audience analysis, handling questions, dealing with stress, verbal and nonverbal communication.

Participants: Trainers, supervisors, and entry-level managers
Fee: $225

Stress Management

This one-day program is designed to provide participants with an understanding of the factors and situations which are stress producing. It covers the nature of stress and burnout, and their physical, psychological and sociological consequences. Negative and positive coping behaviors are described. Simple but effective techniques for dealing with stress - both internally, via relaxation, desensitization, and self-image improvement; and externally, via behavior management and assertiveness training are discussed. Application of these techniques will be practiced during the session.

Participants: Individuals interested in learning how to cope with stress
Fee: $65

STAFF DEVELOPMENT

Successfully Managing Irate Callers with Lasting Effects (SMILE)

Dealing with difficult customers is undoubtedly one of the most stressful tasks associated with handling your agency's telephone calls. This one-half day seminar, presented by Bell Atlantic, provides invaluable techniques and approaches that are critical to satisfying discontented callers. Participants will learn how to deal with these callers in a calm, professional manner, turning the customer's angry tones into a smile!

Participants: All staff who deal with the public over the telephone
Fee: $75

Techniques of Delivering Effective Technical Training

This one day course offers a practical and comprehensive introduction to systematic training and development for technical staff and designated trainers. The program is designed to meet the needs of individuals responsible for developing and/or delivering technical training. The program will focus on how to identify and document training needs, formulate relevant instructional objectives based on identifiable needs, and design and select dynamic training activities that effectively accomplish those objectives. In recognizing the importance of transferring classroom knowledge to the work site, emphasis will be placed on development and delivery techniques that motivate and empower learners.

Participants: Staff responsible for formal, platform training and/or informal on-the-job training and development
Fee: $65

Techniques of Teaching Adults

Adults learn best in a climate that is organized, involving and fun! Instructors must recognize and value the life experience which adult learners bring to the classroom. Content must be practical, useful, and applicable to current problems. Sessions must begin and end on time, waste no time, and keep moving. This 3 session program will focus on how to identify criteria for effective instruction from the point of view of the adult learner; identify basic characteristics of adult learners; recognize basic adult learning styles; use learner-involvement instructional methods to build trust in the value of participation; match instructional methods to learner styles and the program content; match your personal instructional style to the program content and to the specific learner; develop and implement an effective curriculum; stay focused on objectives and curriculum while adapting to learner needs; assess the learning level and select and create a productive learning climate.

Participants: Agency training staff who want to sharpen their training skills
Fee: $195

STAFF DEVELOPMENT

Time Management/Stress Reduction

Learn about the three obstacles to balancing your life and the three corresponding ways to overcome these obstacles. In this one-day workshop, you will identify your natural de-fuser and how to use it to enhance productivity and re-creation. You will also take the first steps in reducing stress and getting more (fun) out of your time and your life. You will also identify your time management style, and learn to use "human factors engineering" to put time to work for you. You will understand how your responses to change, your decision-making style, your motivation, and your powerbase affect your time-effectiveness.

Participants: Clerical and support staff
Fee: $65

Train-the -Trainer Certificate Program

The HRD Training Group is offering a Train-The-Trainer Certificate Program. In this customized program, participants will learn the essentials of human resource development and administration of in-service training programs on a wide range of topics. The eight (8) sessions will include hands-on practice in assessing unit training needs, planning, organizing, writing, presenting, and evaluating effective human resource development programs for state agencies. The course will include intensive practical applications of the concepts learned, along with feedback about individual performance in a final required project incorporating all aspects of the course. Participants will be required to bring a "project in the planning stage" or develop an individual training activity that will become the focal point of the final course presentation at the seminar. Ample opportunity will be given for individualized attention, practice, feedback, and a comprehensive evaluation of these final course projects.

Participants: Agency training staff who want to sharpen their training skills, supervisors, or staff preparing to make a transition to a training position.
Fee: $575 (including book)

Treating the Citizen as a Customer

The perceived value of your service to the community (and maybe the funding of your budget) can be determined by how citizens are treated by staff. Quality customer service is a no-cost way of helping citizens recognize just how good you really are!!! This one-day workshop offers proven methods for identifying customer needs and simple techniques for developing a system-wide program that will add to the perceived value of your services, improve employee productivity, enhance employee job satisfaction and cut down on burnout.

Participants: Clerical and support staff
Fee: $65

Understanding and Preventing Sexual Harassment in the Workplace: Train-The-Trainer

This one-day workshop is designed to give agency trainers, Sexual Harassment Officers, and those responsible for conducting Sexual Harassment workshops an overview of the training curriculum. Participants will review both the Managers' and Employees' materials and handouts and will work in small groups to discuss the various cases presented. All materials needed to conduct workshops in the individual agencies will be provided to the participants.

Participants: Agency Trainers and Sexual Harassment Officers
Fee: None

Work Organization

Do you have 100 things to do at the same time? Organizing work, managing time and priority goal-setting are issues for everyone in the workplace. This one-day seminar will provide employees with hands-on, practical techniques which will help them to do their job more effectively and efficiently. Participants will review the basis of time management techniques and decision-making; learn to cope with interruptions and paper build-up; and develop strategies to apply new techniques on-the-job.

Participants: Staff at all levels
Fee: $65

Working With the Public

The goal of customer relations in public organizations is to provide a positive working relationship with the public, to meet needs, and to resolve problems when they occur.

Units for this one and one-half days workshop are drawn from Zenger Miller, an international consulting, educational and training company. Units to be included are: Quality through the eyes of the customer; Clarifying customer expectations; and Resolving customer dissatisfaction.

Participants: All staff who interact with the public
Fee: $95

Workplace Communication

This two-day program will explore the intricacies of communication. Participants will examine issues and develop skills critical to effective communication. They will also develop an understanding of the impact of communication on work performance and on the environment of the office. Topics will include: active listening, identifying barriers, conflict resolution, problem solving and feedback.

Participants: Supervisors and professional staff
Fee: $130

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Computer Programs

DTLOs Please Note:

Agency dedicated training for any one computer program is available on a limited basis at a special rate of $100 per person per six (6) hour class for groups of ten (10) or more participants from a single agency. An additional 10% discount applies to a single agency when 10 or more classes are reserved for groups of ten participants from one agency.

Call for similar pricing of Management and Staff Programs.

COMPUTER PROGRAMS

Introduction to Personal Computers (PC's)/Windows NT

A one-day introductory course to computers. From a novice point of view get comfortable with your computer. You will be instructed from the on/off switch to what to do with the mouse. Understand different computer parts (called components) as well as system configuration (how it's set up) in easy to understand language. You will use Windows NT software to begin your computer journey from which you can build by attending other courses in areas such as word processing, spreadsheets, database, and more. This is the course to get introduced to computers in a friendly, non-technical way.

Note: These skills will be needed by all staff who will use the new Human Resources/ Compensation Management System (HR/CMS)

Prerequisite: None
Fee: $120

Introduction to Windows 3.1

This half day course will teach you the basics of Windows 3.1. After taking this course you will be able to: Identify the parts of the Windows 3.1 Program Manager; Use the mouse to access menus and Windows Applications; Open, close, move and size windows; Arrange windows on the screen; Create, open, close and save files; Use multiple applications.

Prerequisite: PC Fundamentals training or equivalent knowledge
Fee: $60

Introduction to Windows 95/Windows NT/Windows 98

This half day course will teach you the basics of Windows. After taking this course you will be able to: Examine and identify the parts of the Windows Desktop; Observe and access local disk drives; Become accustomed to the Windows environment using various mouse techniques; Work with multiple programs by using the taskbar to switch between and tile windows; Share data between programs by using the copy, cut and paste features. Separate courses will be offered for Windows 95/NT and Windows 98.

Prerequisite: PC Fundamentals training or equivalent knowledge
Fee: $60

COMPUTER PROGRAMS

MICROSOFT EXCEL

Introduction to Excel for Windows

This one-day intensive workshop is designed to introduce the basics of the electronic spreadsheet. Participants will learn to: Create and edit simple spreadsheets; Build formulas; Create and use functions; Copy and paste; Format; and Print. Separate classes for Excel 5.0 and Excel 7.0/97 are offered.

Prerequisite: Introduction to Windows or equivalent
Fee: $120

Intermediate Excel for Windows

This one-day course is designed for users who are comfortable with the commands taught in the introductory course. The session will cover: Advanced functions; Advanced commands; Working with multiple spreadsheets; Quick sorts; Naming ranges; and Drop and drag editing. Separate classes for Excel 5.0 and Excel 7.0/97 are offered.

Prerequisite: Experience with commands taught in Introduction to Excel for Windows
Fee: $120

Advanced Excel 7.0

A continuation of the beginners' workshop in Excel. The goal of this one-day workshop is to teach topics used in spreadsheets by many people. Topics include creation of Excel charts, templates and multiple sheet workbooks, and conclude with the creation of a worksheet that uses several IF functions and the LOOKUP function to access a table.

Prerequisites: Experience with commands taught in Introduction to Excel and Intermediate Excel for Windows
Fee: $120

Excel Charting & Organizing Data

This full day course will teach you how to organize and chart data your spreadsheets. After this course you will be able to: Create charts that graphically represent your worksheet data; Modify chart sheets and add items to chart; Modify embedded charts; Customize charts by applying formatting; Use the Auto Format feature to enhance charts; Enhance worksheets and charts by using the drawing tools; Sort data in a list by using the Data, Sort command; Create quick subtotals in a list by using the Data, Subtotals command; Quickly locate specific information in a list by using the Auto Filter feature; Locate and extract information by using the Advanced Filter command; Maintain your list by using the Data Form.

Prerequisites: Introduction to Excel and Intermediate Excel or equivalent knowledge
Fee: $120

COMPUTER PROGRAMS

Power User/Visual Basic for Applications

This full day course will teach you how to record macros from scratch, examine code, and edit existing macros. After this course you will be able to: Understand the basics of a Visual Basic Module; Understand the difference between relative and absolute macros and create both; Create custom toolbar buttons, menus and push buttons; Create custom functions; Write decision making code using to test certain conditions and the run only certain commands based on the results of the test; Understand how to execute one or more lines of code automatically; Create interactive macros; Organize your macros for easy access. Separate courses for Excel 5.0 and Excel 7.0

Prerequisites: All levels of Excel or equivalent knowledge
Fee: $120

MICROSOFT WORD

Introduction to Word for Windows

This one-day course is designed to teach the basics of word processing using the software packages' command system. The course will cover: Creating a document; Editing and revising documents; Spell checking and thesaurus; Formatting; Auto correct; Find and replace; and Printing. Separate classes for Word 6.0 and Word 7.0 /97 are offered.

Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

Intermediate Word for Windows

This one-day course is designed for users who have mastered the basics of Word for Windows. It introduces the intermediate features of the program. Intermediate topics include: Advanced formatting; Creating footnotes and end-notes; Indents and tabs; and Using Wizards and templates. Separate classes for Word 6.0 and Word 7.0 /97 are offered.

Prerequisite: Experience with commands taught in Introduction to Word for Windows
Fee: $120

Advanced Word 7.0

A continuation of the beginners' workshop in Word. The goal of this workshop is to teach topics used in word processing by many people. Topics will include creating a table, creating a professional newsletter, and creation of a form and mailing list.

Prerequisite: Experience with commands taught in Intermediate Word for Windows
Fee: $120

COMPUTER PROGRAMS

DATABASE MANAGEMENT PROGRAMS

Introduction to Access for Windows

This one-day hands-on workshop is designed to familiarize you with Access for Windows. This class will teach you to: Create, save and print Access tables; Add records; Query the database; Delete records; and Design simple reports, forms and properties. Separate courses are being offered for Access 2.0 and Access 7.0/97.

Prerequisite: Introduction to Windows or equivalent
Fee: $120

Intermediate Access for Windows

This one-day course is designed to build upon the Introduction to Access for Windows course. This class will teach you to: Modify tables to control data entry; Access design documents; Use advanced query techniques; Create calculated controls; and Design and enhance forms. Separate courses are being offered for Access 2.0 and Access 7.0/97.

Prerequisite: Introduction to Access for Windows or equivalent
Fee: $120

Advanced Access for Windows

This one-day intensive hands-on workshop explores database techniques and features that improve the user's productivity. The emphasis is on practical examples of data analysis and report preparation. Topics will include: Expanding your database vocabulary; Creating complex reports; Screens for custom data entry; Programming essentials; Programming for custom output; Advanced form design; and Programming for data entry. Separate courses are offered for Access 2.0 and Access 7.0/97.

Prerequisite: Intermediate Access for Windows or equivalent
Fee: $120

Access Application Development

This one-day intensive hands-on workshop provides experienced database users with an opportunity to enhance their programming skills. The emphasis is on sharing practical examples of applications with the class. Topics will include: Expert commands and functions; Designing and implementing complete applications; Advanced programming techniques for effective input and output; Solving multi-user database issues; Security; Splash screens; Main forms; and Integrating databases with other applications and tools. Separate courses are being offered for Access 2.0 and Access 7.0/97.

Prerequisite: Intermediate or Advanced Access for Windows or equivalent
Fee: $120

COMPUTER PROGRAMS

Introduction to Human Resources Data in the Commonwealth's Information Warehouse

At the completion of this one-half day course, the participant will be able to run queries efficiently and effectively against the HR Data in the Information Warehouse to answer personnel questions. This course provides state agencies with workforce information needed to make organizational and policy decisions. It provides crucial aggregate data about "How many" and "How much" from a variety of perspectives. HR Data displays employee, salary and earnings levels by organization, appropriation account, source of funds, bargaining unit, job title, gender, age, years of service, and other views. Organization and format of the available data are at the discretion of an Information Warehouse user rather than limited, pre-formatted informational screens.

Participants: Current PARIS mainframe users and other agency human resources personnel who need or use workforce demographics.
Prerequisites: Proficiency in Microsoft Access 2.0 or higher and current user of state personnel systems (PMIS, CAPS, HRMIS or PARIS mainframe)
Fee: None

PRESENTATION

Introduction to PowerPoint for Windows

This one-day program teaches you how to create and edit presentation slides. You will learn how to: Arrange your ideas by using an outlining function; Add lines, shapes, and charts to your slides; and Produce effective presentations by using templates, masters, color schemes, word art, clip art, organization charts and graphs. Separate courses are being offered for PowerPoint 4.0 AND PowerPoint 7.0/97.

Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

Advanced PowerPoint 7.0

A continuation of the beginners' workshop in PowerPoint. This one-day course includes topics such as the creation of numeric charts (bar, pie, etc.), tables, and organization charts, as well as using interactive settings. Interactive settings allow the user to control the flow of the presentation by creating hyper-buttons on the slides.

Prerequisite: Introduction to PowerPoint or equivalent knowledge
Fee: $120

COMPUTER PROGRAMS

DESKTOP PUBLISHING

Introduction to PageMaker for Windows

This two-day course is designed for individuals who will be using software for production of publications. In this course you will learn to create typeset quality publications. The course will cover: Menus and tools; Creating, importing, and editing text and graphics; Constructing master pages; Aldus additions; and Designing publications.

Prerequisite: Must have at least 2 months' experience using Windows
Fee: $240

INFORMATION MANAGEMENT

Outlook 97

This full day class will teach the fundamentals of using Outlook 97 to coordinate mail, appointments, events, contact tasks and notes. After this course you will be able to: Understand and utilize the Outlook interface; Address, create and send messages; Create personal mailing lists and recall and store messages; Create and edit appointments, and insert events by using the Calendar; Create and edit items in the Contacts view; Create, edit and assign tasks.

Prerequisites: Windows Orientation, Introduction to Excel 97, Introduction to Word 97, and Introduction to PowerPoint 97 or equivalent knowledge.
Fee: $120

PROJECT MANAGEMENT

Introduction to Microsoft Project for Windows

This two-day course will teach you the concepts of project management as applied to managing the tasks necessary to complete various projects and managing your own projects. You will learn how to create Gantt and PERT charts, outline the tasks that make up a project and prepare a schedule. Participants will also review and adjust project costs, resource allocations and calendars, and learn to track the progress of a project, compare it with a baseline schedule, and then review the critical paths.

Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $240

COMPUTER PROGRAMS

MS Office Integration 4.2

This one-day day class will teach how to integrate documents between applications by using Word, Excel and PowerPoint. After this course you will be able to: Use and customize the Microsoft Office Manager toolbar to start, display and navigate among Microsoft Office; Format a Word 6.0 document by using AutoFormat and Format Painter; Copy and link Word 6.0 documents using Drag and Drop and edit, link technology; Share information between Excel 5.0 and Word 6.0 by using cut and past and Drag and Drop; Edit a word chart using Excels menus and tools; Create a logo in PowerPoint using WordArt and clip art and learn how to insert and link an object into a Word document; Locate Microsoft's supplementary tools.

Prerequisites: Windows Orientation, Introduction to Excel 5.0, Introduction to Word 6.0, and Introduction to PowerPoint 4.0 or equivalent knowledge.
Fee: $120

MS Office Integration 95/97

This one-day class will teach how to integrate documents between applications by using Word, Excel and PowerPoint. After this course you will be able to: Use and customize the Microsoft Office Manager toolbar to start, display and navigate among Microsoft Office; Format a Word 6.0 document by using AutoFormat and Format Painter; Copy and link Word 6.0 documents using Drag and Drop and edit, link technology; Share information between Excel 5.0 and Word 6.0 by using cut and past and Drag and Drop; Edit a word chart using Excels menus and tools; Create a logo in PowerPoint using WordArt and clip art and learn how to insert and link an object into a Word document; Locate Microsoft's supplementary tools.

Prerequisites: Windows Orientation, Introduction to Excel 97, Introduction to Word 97, and Introduction to PowerPoint 97 or equivalent knowledge.
Fee: $120

COMPUTER PROGRAMS

INTERNET

Introduction to the Internet

This one-half day course is designed to provide participants with the information they need to navigate effectively through the Internet. This course covers the most popular features of the Internet, such as: the History and overview of the Internet; Connecting and accessing the Internet; Searching the Web; Downloading; and Navigating the World Wide Web.

Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $60

Introduction to Web Page Development

This one-day course covers the basics of Web Page development using Hypertext Markup Language (HTML). Topics will include: Planning and designing a web page; Basic programming skills using HTML; Establishing links in a document; Adding graphics to a document; Publishing web pages; and an Overview of on-line services for publishing.

Prerequisite: Introduction to Windows or equivalent knowledge
Fee: $120

HTML Authoring

This two-day course covers the following topics: Basic Hypertext Markup Language (HTML) and HTML design techniques; Developing a home page on the Web using a web browser for editing and conversion; Creating links; Linking to external media; Manipulating images; Working with tables; and Using icons.

Prerequisite: Introduction to the Internet or equivalent knowledge
Fee: $240

QUICK START WORKSHOPS

With these three- and six-hour workshops, you will learn to improve your skills using functions commonly used in your work environment. The three-hour workshops will be given in the morning and in the afternoon to accommodate your schedule.

MICROSOFT WORD

Headers, Footers and Forms

In this half-day workshop you will learn how to: Vary the page setup using section breaks; Create varying headers and footers; Create forms using form fields; and Special character formatting.

Prerequisite: Basic or Intermediate Topics in Word or equivalent knowledge
Fee: $60

Macros and Document and Management

In this half-day workshop you will learn how to: Create and use Auto text entries; Insert symbols and files; Record and test macros; Delete macros; View and sort documents; and Manage files.

Prerequisite: Basic or Intermediate Topics in Word or equivalent knowledge
Fee: $60

Mail Merge for Documents and Envelopes

In this half-day workshop you will learn how to: Perform a basic mail merge; Create a main document; Create a data table; Create form letters; Merge letters while checking for errors; and Create envelopes and mailing labels using a merge.

Prerequisite: Basic or Intermediate Topics in Word or equivalent knowledge
Fee: $60

Styles and Outlines

In this half-day workshop you will learn how to: Create and delete custom styles; Modify existing styles; Organize styles; Assign shortcut keys; Create an outline and a multilevel list; and Create a table of contents.

Prerequisite: Basic or Intermediate Topics in Word or equivalent knowledge
Fee: $60

Advanced Topics in Word

In this half-day workshop you will learn how to: Create and delete custom styles; Modify existing descriptions to change styles; Organize styles; Assign shortcut keys; Create an outline and a multilevel list; and Create a table of contents.

Prerequisite: Basic or Intermediate Topics in Word or equivalent knowledge
Fee: $60

QUICK START WORKSHOPS

MICROSOFT EXCEL

Charts

In this half-day workshop you will learn to: Create and modify a chart sheet: Create and modify an embedded chart; Format charts; AutoFormats; Use graphic objects; and Advanced formatting.

Prerequisite: Basic or Intermediate Topics in Excel or equivalent knowledge
Fee: $60

Multiple Sheets and Linking

In this half-day workshop you will learn how to: Create and maintain a multiple sheet workbook; Create and use 3-D formulas and functions; Link external databases; and Copy and freeze links. This half day course will teach you how to maintain multiple spreadsheets in a workbook and link them together using external references.

Prerequisite: Basic or Intermediate Topics in Excel or equivalent knowledge
Fee: $60

Visual Basic Macros

In this one-day workshop you will learn how to do the following: Different ways to run macros; Record a macro; Absolute and relative referencing; Create push buttons; Use keyboard shortcuts and custom toolbar buttons; User defined functions; Decision-making code; Loops; Create custom dialogue boxes; and Use a personal macro workbook.

Prerequisites: Basic or Intermediate Topics in Excel and Multiple sheets and Linking, or equivalent knowledge
Fee: $120

Advanced Topics in Excel

In this one-day workshop is designed for users who are proficient with the commands taught in the introductory and intermediate courses. The session will cover: AutoOutline; Goal Seek and Goal Solver; advanced printing techniques; auditing spreadsheets; and Pivot Tables.

Prerequisites: Basic or Intermediate Topics in Excel or equivalent knowledge
Fee: $120

QUICK START WORKSHOPS

FILE MANAGEMENT

File Manager

In this half-day workshop you will learn how to: Manipulate files and directories using the panes; Create new directories; Move and copy directories and files; Sort and rename files and directories; Change the view of your screen; Delete folders and files; and Format a floppy disk.

Prerequisite: Windows 3.1, Windows 95, or equivalent knowledge
Fee: $60

Windows Explorer

In this half-day workshop you will learn how to: Manipulate files and folders using the panes; Create new folders; Move and copy folders and files; Use the toolbar; Sort and rename files and folders; Change the view of your screen; Delete folders and files; and Use the Recycle Bin and My Briefcase.

Prerequisite: Windows 3.1, Windows 95, or equivalent knowledge
Fee: $60

TRANSITION WORKSHOPS

Transition from Office 95 to Office 97

This 3-hour workshop guides students through the transition process from using Microsoft Office 95 to using Office 97. It serves as a quick reference to features added since Office 95. The course focuses on the improvements to the Office applications, such as the Office Assistant, Office Art, and customization tasks. It also introduces students to a new Office application: Microsoft Outlook. Beyond that, students will learn about a variety of new features for each application (Word, Excel and PowerPoint). Web integration topics, such as hyperlinks and web page authoring, may also be explored.

Prerequisites: Windows 95 and Office 95
Fee: $60

Windows NT Upgrade

This half day course will teach you the differences between Windows NT and Windows 3.1. After taking this course you will be able to: Identify desktop objects and set object properties using the Control Panel; Locate local and shared resources and files using My Computer; Work with multiple applications and files using the Taskbar, Quick view and the Documents menu; Manage folders and documents using the Windows Explorer; Print and delete files; Customize the user interface by changing the taskbar and the desktop.

Prerequisite: Introduction to Windows 3.1 or equivalent knowledge.
Fee: $60

Microsoft Office 97 Upgrade

You will probably get the most out of this half day course if you are upgrading to Office 97 from Office 4.3. After this course you will be able to: Utilize the Microsoft Office Shortcut Bar; Utilize the Microsoft Office Assistant; Identify and manipulate the Office 97 Interface; Utilize IntelliSense Technologies, Office Art and Proofing tools; Use the World Wide Web; Create Hyperlinks; Create simple web documents; Utilize Outlook.

Prerequisite: User of Office 4.3
Fee: $60

Transition from Excel 5.0 to Excel 97

This half-day class will teach the new features of Excel 97. After this course you will be able to: Understand the basics of Excel 97 environment and use the new data entry techniques that save time and increase accuracy. Examine the AutoComplete feature; Construct and edit formulas using the new features; Format numbers and text and investigate new charting features in Excel 97; Set up and edit shared workbooks; Investigate Excel 97's Internet tools.

Prerequisite: Introduction to Excel, Intermediate Excel or equivalent knowledge
Fee: $60

TRANSITION WORKSHOPS

Transition from Word 6.0 to Word 97

This half-day class will teach the new features of Word 97. After this course you will be able to: Understand the basics of Word 97 environment; Use the new features of the Open and Save As dialog boxes; Use the new automation and correction features to manipulate text; Design an assortment of tables and use the graphics tools to enhance documents; Create and comment on multiple versions of a document; Use the Document Map feature to locate text in a large document; Create a simple Web Page.

Prerequisite: Introduction to Word, Intermediate Word or equivalent knowledge
Fee: $60

Transition from Access 2.0 to Access 97

This half-day class will teach the new features of Access 97. After this course you will be able to: Understand the basics of Access 97 environment and use the new data types and other features within the tables; Enhance form design by using Wizards, manipulating new controls, and Pivot Tables; Enhance report design by using the Wizards, manipulating report controls and exploring new features; Replicate and synchronize databases; Use Access to create links to the Internet and to save data as HTML documents.

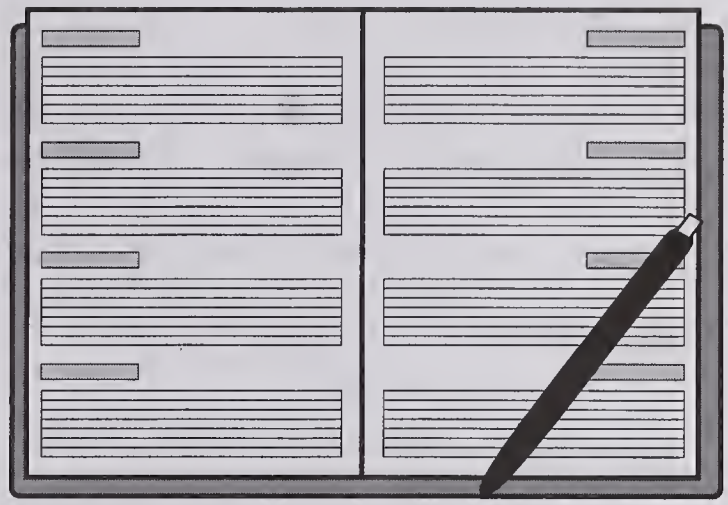
Prerequisite: Introduction to Access, Intermediate Access or equivalent knowledge
Fee: $60

Transition from PowerPoint 4.0 to PowerPoint 97

This half-day class will teach the new features of PowerPoint 97. After this course you will be able to: Create and complete a presentation and then add to a presentation by using the Speaker Notes Slide Color Scheme, and Summary Slide features; Incorporate Office Art objects in a slide; Customize how the presentation will be delivered by adding animation and actions; Create a Custom show and use the Meeting Minder feature; Use available Web integration tools.

Prerequisite: Introduction to PowerPoint or equivalent knowledge
Fee: $60

Course Schedules



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COURSE SCHEDULES
DIRECTIONS

BOSTON:
One Ashburton Place, McCormack State Office Building, Boston, MA 02108

Human Resources Division, Rooms 316, 519C and 1002. Call (617) 727-3777 ext. 581 for further information. Take the MBTA to Park Street. Walk up Park Street towards the State House. Turn right onto Beacon Street. Turn left onto Bowdoin Street. Ashburton Place is one block down on the right.

MASSACHUSETTS BAY COMMUNITY COLLEGE
Framingham Campus, 19 Flagg Drive, Framingham, MA 02181

From Boston and Points East: Take Route 128 to Route 9 West. Take Route 126 South (Concord Street) exit. Follow Route 126 for approximately 1/2 mile. Turn right onto Normandy Street, proceed to the end of the drive. The College is on the right, at the corner of Normandy Road and Flagg Drive.

From Points West: Take Route 9 West. Take Route 126 South (Concord Street) exit. Follow Route 126 for approximately 1/2 mile. Turn right onto Normandy Road, proceed to the end of the drive. The College is on the right, at the corner of Normandy Road and Flagg Drive.

MASSASOIT COMMUNITY COLLEGE
Massasoit Conference Center, Crescent Street-Route 27, Brockton, MA 02402
(508) 588-9100

From Boston: Take the Southeast Expressway to Route 128 North, to Route 24 South. Take the Route 123 - Brockton exit (VA Hospital) and follow the signs to Massasoit Community College. The Conference Center is on the left on Route 27, next to Christo's restaurant.

From Cape Cod: Take Route 495 North to Route 24 North. Take the Route 123 - Brockton exit (VA Hospital) and follow the signs to Massasoit Community College. The Conference Center is on the left on Route 27, next to Christo's restaurant.

From Western Mass: Take Route 2 East or Route 90 East (Mass Turnpike) to Route 495 South to Route 24 North. Take the Route 123 - Brockton exit (VA Hospital) and follow the signs to Massasoit Community College. The Conference Center is on the left on Route 27, next to Christo's restaurant.

COURSE SCHEDULES

DIRECTIONS

MOUNT WACHUSETT COMMUNITY COLLEGE
444 Green Street, Gardner, MA 01440
(978) 632-6600

From Boston and Points East: Take Route 2 West to Route 140 North, exit 24B, in Westminster. Proceed through two traffic lights; Matthews Street will be the first left after the second light.

From Western Massachusetts: Take Route 2 East to Route 140 North, exit 24, in Westminster. Turn left at the exit ramp, proceed through two traffic lights. Matthews Street will be the first left after the second light.

From Points South: Take either I-90 or Route 140 North from Worcester.

From I-90 North: Take Route 2 West to Leominster. Proceed toward Westminster to Route 140 North, exit 24B. Proceed through two traffic lights; Matthews Street will be the first left after the second light.

From Route 140, Heading North from Worcester: Take the Route 2 West exit in Westminister. Go west on Route 2 for one mile; take Route 140 North, exit 24B. Proceed through two traffic lights; Matthews Street will be the first left after the second traffic light.

Parking Direction: Go to Visitor Parking lot.

Leominster Campus and Corporate Training Center
100 Erdman Way, Leominster, MA 01453
(978) 840-3221

From Boston and Points East: Take Route 2 West to exit 31B, go right off the exit. Take right at first set of lights and entrance to Career Center will be opposite the Sheraton Hotel.

From Western Massachusetts: Take Route 2 East to exit 31A, towards Fitchburg. Turn right at the first set of lights and entrance to Career Center will be opposite the Sheraton Hotel.

From New Hampshire: Take Route 495 south to Route 2 West to exit 31B, go right off the exit. Take right at first set of lights and entrance to Career Center will be opposite the Sheraton Hotel.

COURSE SCHEDULES

DIRECTIONS

QUINSIGAMOND COMMUNITY COLLEGE
670 West Boylston Street, Worcester, MA 01606
(508) 854-4308

From Boston or East of Route 495: Take the Massachusetts Turnpike to Route 495 North. Proceed on Route 495 North to Route 290 West. Continue on Route 290 West to Route 190 North. Exit onto Route 190 North to Exit 1, West Boylston Street – North 1 mile to campus (on right)

From Lowell or North: Take Route 495 to Route 2 West Route. 2 to Route 190 South. Take Route 190 South to Exit 4, West Boylston Street-South 1 ½ miles to campus (on left)

From Springfield or West: Massachusetts Turnpike to Route 290 East. Take Route 290 East to Route 190 North. Route 190 North ½ mile to Exit 1 West Boylston Street-North 1 mile to campus (on right)

By Public Transportation: Public transportation is available within the City of Worcester. Students can travel to campus using either the West Boylston Street or Burncoat Street routes.

Parking Direction: Up the hill to the student parking. Lots are marked.

Classes will be held in the Surprenant Building.

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COURSE SCHEDULES

MANAGEMENT COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Tier I: Making the Transition to Management	001MGTF99	$130	Boston		1-2			9:00 - 4:00	
Tier II: Mid-Level Management Development Program	002DONF99	$840	TBA			2-3, 9-11		9:00 - 4:00	
Tier III: Senior-Level Management Development Program	003DONF99	$870	TBA				1-3, 8-9	9:00 - 4:00	
Tier III: Managing People in Public Agencies	004BRNF99	$870	Brandeis University			17-20		9:00 - 4:00	
Tier IV: Senior Executive Management		TBA	JFK School of Government						x
Governor's Leadership Seminar for Senior Executives in Government and Higher Education		TBA	Massachusetts Institute of Technology						x
HRD's Breakfast Roundtable Management Information Series - Legislative & Budget Process	709HRDF99	$10	Boston			TBA		8:45 - 10:15	
- State Finance Law	710HRDF99	$10	Boston				TBA	8:45 - 10:15	
- Labor/Management Relations	711HRDS99	$10	Boston						x
- EEO Overview/Diversity	712HRDS99	$10	Boston						x
- Ethics in State Government	713HRDS99	$10	Boston						x
- Sexual Harassment	714HRDS99	$10	Boston						x
- Statewide Computer Systems	715HRDS99	$10	Boston						x
- Information Tech Initiatives	716HRDS99	$10	Boston						x
- All eight sessions	717HRDS99	$60	Boston						x
New Concepts in Public Management		$900							x
The Foundations for Public Deliberation		$190							x

COURSE SCHEDULES

MANAGEMENT COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Advanced Conflict of Interest Seminar	718ETHF99	None	Boston			20		1:00 - 4:00	
Conducting Customer Surveys in the Public Sector		$840							x
Conflict Management	005MGTF99	$130	Boston		8-9			9:00 - 4:00	
Employment Liability Institute for Public Managers Program		$1,000							x
Executive Writing	006MGTF99	$95	Boston				17	9:00 - 4:00	
Five Steps to Better Management	719OSCF99	None	Boston		2			9:00 - 12:00	
Grant Writing	1000MWC99	$175	Gardner		8, 15 & 22			1:00 - 4:00	
Hiring Skills	007MGTF99	$65	Boston			2		9:00 - 4:00	
How to Build a "Learning Organization"	008DONF99	$190	TBA				15	9:00 - 4:00	
Implementing the Americans with Disabilities Act (ADA)		$10							x
Innovative Ways to Use Technology for Public Managers	009DONF99	$190	TBA			4		9:00 - 4:00	
Leadership Skills	010MGTF99	$65	Boston		22			9:00 - 4:00	
	1001MWC99	$65	Gardner			6		9:00 - 4:00	
Measuring Organizational Performance in the Public Sector	011DONF99	$840	TBA			3, 10, 17 & 24		9:00 - 4:00	
Project Management Seminar		$225							x
Speed Reading Skills for Managers	012MGTF99	$165	Boston			12-13		9:00 - 4:00	
Strategic Planning		$130							x
Team Building	013MGTF99	$130	Boston			3-4		9:00 - 4:00	
	1002MWC99	$130	Gardner			2 & 9		9:00 - 4:00	
Using the 360 Degree Feedback Instrument		$190							x

COURSE SCHEDULES

STAFF COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Techniques of Supervision	100STFF99	$275	Boston			3, 10, 17, 24	1	9:00 - 4:00	
	2000MBC99	$275	Framingham			3, 10, 17, 24	1	9:00 - 4:00	
	2500MAS99	$275	Brockton			3, 10, 17, 24	1	9:00 - 4:00	
	3000MWC99	$275	Gardner			3, 10, 17, 24	1	9:00 - 4:00	
	3500QCC99	$275	Worcester			3, 10, 17, 24	1	9:00 - 4:00	
Intermediate Supervisory Practices	101STFF99	$135	Boston				10-11	9:00 - 4:00	
	3501QCC99	$135	Worcester		1-2			9:00 - 4:00	
	2001MBC99	$135	Framingham			5-6		9:00 - 4:00	
	2002MBC99	$135	Framingham				7-8	9:00 - 4:00	
	3502QCC99	$135	Worcester				17-18	9:00 - 4:00	
Advanced Supervisory Practices	3503QCC99	$130	Worcester		19 & 26			9:00 - 4:00	
Supervising the Marginal Employee	3504QCC99	$65	Worcester		7			9:00 - 4:00	
	2003MBC99	$65	Framingham		21			9:00 - 4:00	
	2004MBC99	$65	Framingham			16		9:00 - 4:00	
	3505QCC99	$65	Worcester			30		9:00 - 4:00	
	2005MBC99	$65	Framingham				4	9:00 - 4:00	
	3001MWC99	$65	Gardner				10	9:00 - 4:00	
	102STFF99	$65	Boston				22	9:00 - 4:00	
Career Planning for Support Staff	3506QCC99	$65	Worcester		30			9:00 - 4:00	
	103STFF99	$65	Boston				7	9:00 - 4:00	
Core Writing Skills	104STFF99	$150	Boston		19-20			9:00 - 4:00	
	3002MWC99	$150	Gardner		28		11	9:00 - 4:00	
	3507QCC99	$150	Worcester				7 & 14	9:00 - 4:00	

COURSE SCHEDULES

STAFF COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Business Writing: Letters and Memos	105STFF99	$80	Boston		6			9:00 - 4:00	
	3508QCC99	$80	Worcester		15			9:00 - 4:00	
	3003MWC99	$80	Gardner			18		9:00 - 4:00	
	106STFF99	$80	Boston				2	9:00 - 4:00	
Business/Report Writing	2501MAS99	$130	Brockton		6 & 13			9:00 - 4:00	
	2502MAS99	$130	Brockton			5 & 12		9:00 - 4:00	
Electronic (E-Mail) Report Writing	2503MAS99	$65	Brockton		14 & 21			9:00 - 12:00	
	2504MAS99	$65	Brockton			9 & 16		9:00 - 12:00	
	2505MAS99	$65	Brockton				10 & 17	9:00 - 12:00	
Intermediate Writing	107STFF99	$150	Boston			16-17		9:00 - 4:00	
	3004MWC99	$150	Gardner				9 & 16	9:00 - 4:00	
Report Writing		$150							x
Administration of Personnel Functions	3005MWC99	$35	Gardner			5		1:00 - 4:00	
American Sign Language I (ASL)	3006MWC99	$285	Gardner		19, 26	2, 9, 16, 23, 30	7, 14, 21	2:00 - 4:00	
	2506MAS99	$285	Brockton		28	4, 18	2, 9	1:00 - 4:00	
American Sign Language II (ASL)		$285							x
Assertiveness Training for People in the Workplace	108STFF99	$65	Boston			19		9:00 - 4:00	
Basic Principles for a Collaborative Workplace	3007MWC99	$40	Leominster		2			9:00 - 12:00	
Basic Workplace Spanish	109STFF99	$285	Boston		9, 16, 23, 30	6, 13, 20, 27	4, 11	9:00 - 11:00	
	3008MWC99	$285	Gardner		19, 26	2, 9, 16, 23, 30	7, 14, 21	10:00 - 12:00	
Coaching: Bringing Out the Best in Others	3009MWC99	$40	Leominster			20		9:00 - 1:00	
Conflict of Interest Seminar	720ETHF99	None	Boston		5			9:00 - 12:00	

COURSE SCHEDULES

STAFF COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Customer Relations	2006MBC99	$65	Framingham		2			9:00 - 4:00	
	110STFF99	$65	Boston		26			9:00 - 4:00	
	2007MBC99	$65	Framingham			9		9:00 - 4:00	
	111STFF99	$65	Boston			18		9:00 - 4:00	
	2008MBC99	$65	Framingham				15	9:00 - 4:00	
Embracing Diversity	112STFF99	$65	Boston		28			9:00 - 4:00	
Employee Performance Review System (EPRS) Train-The-Trainer	721HRDF99	None	Boston	10				9:00 - 4:00	
	722HRDF99	None	Boston	28				9:00 - 4:00	
	723HRDF99	None	Boston		27			9:00 - 4:00	
	724HRDF99	None	Boston			25		9:00 - 4:00	
	725HRDF99	None	Boston				31	9:00 - 4:00	
Effective EPRS Communication Skills	726HRDF99	None	Boston		15			9:00 - 4:00	
	727HRDF99	None	Boston			23		9:00 - 4:00	
	728HRDF99	None	Boston				16	9:00 - 4:00	
Effective Performance Appraisal Process	2507MAS99	$65	Brockton		22 & 29			9:00 - 12:00	
Employee and Supervisor Relations	3010MWC99	$35	Gardner				17	1:00 - 4:00	
Language Skills for ESL Employees	3509QCC99	$250	Worcester			2, 9, 16 & 23		9:00 - 4:00	
	113STFF99	$250	Boston			24	1, 8 & 15	9:00 - 4:00	
Leadership Strategies for the 90's: The Leader in Each of Us	3011MWC99	$40	Leominster		30			9:00 - 1:00	
Leading Self-Empowered Teams	2508MAS99	$65	Brockton		27			9:00 - 4:00	
	2509MAS99	$65	Brockton			2		9:00 - 4:00	
	2510MAS99	$65	Brockton				16	9:00 - 4:00	
Managing Your Priorities	3012MWC99	$35	Leominster				11	9:00 - 1:00	

COURSE SCHEDULES

STAFF COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Mastering Work Etiquette	2511MAS99	$65	Brockton			20		9:00 - 4:00	
Myers-Briggs Type Inventory	3012MWC99	$50	Gardner		29			1:00 - 4:00	
Professional Skills for Support Staff	114STFF99	$200	Boston		7, 14 & 21			9:00 - 4:00	
	3510QCC99	$200	Worcester			6, 13 & 20		9:00 - 4:00	
Public Speaking	2009MBC99	$225	Framingham		5, 6 & 7			9:00 - 4:00	
	3511QCC99	$225	Worcester		14, 21 & 28			9:00 - 4:00	
	115STFF99	$225	Boston		28, 29 & 30			9:00 - 4:00	
	2010MBC99	$225	Framingham		28, 29 & 30			9:00 - 4:00	
	2011MBC99	$225	Framingham				9, 10 & 11	9:00 - 4:00	
Stress Management	3014MWC99	$65	Gardner		23 & 30			1:00 - 4:00	
	3512QCC99	$65	Worcester		23			9:00 - 4:00	
	116STFF99	$65	Boston			5		9:00 - 4:00	
Successfully Managing Irate Callers with Lasting Effects (SMILE)	3015MWC99	$75	Leominster			10		9:00 - 12:00	
Techniques of Delivering Effective Technical Training		$65							x
Techniques of Teaching Adults	2512MAS99	$195	Brockton		9, 16 & 23			9:00 - 4:00	
Time Management/Stress Reduction	2513MAS99	$65	Brockton		15			9:00 - 4:00	
	2514MAS99	$65	Brockton			19		9:00 - 4:00	
	2515MAS99	$65	Brockton				8	9:00 - 4:00	
Train-The-Trainer Certificate Program	117STFF99	$575	Boston		7, 14, 21	4, 18	2, 9, 16	9:00 - 4:00	

COURSE SCHEDULES

STAFF COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Treating the Citizen as a Customer	2516MAS99	$65	Brockton		8			9:00 - 4:00	
	2517MAS99	$65	Brockton			9		9:00 - 4:00	
	2518MAS99	$65	Brockton				3	9:00 - 4:00	
Understanding & Preventing Sexual Harassment in the Workplace: Train-The-Trainer	729HRDF99	None	Boston			9		9:00 - 4:00	
Work Organization	118STFF99	$65	Boston		13			9:00 - 4:00	
	3513QCC99	$65	Worcester		16			9:00 - 4:00	
	3514QCC99	$65	Worcester				4	9:00 - 4:00	
Working With the Public	3515QCC99	$95	Worcester		8 & 9*			9:00 - 4:00 * 9:00 - 12:00	
	3516QCC99	$95	Worcester				10 & 11	9:00 - 4:00 * 9:00 - 12:00	
Workplace Communication	119STFF99	$130	Boston	29 & 20				9:00 - 4:00	

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Personal Computers/Windows NT	300PCNF99	$120	Boston	28				9:00 - 4:00	
	301PCNF99	$120	Boston		21			9:00 - 4:00	
	302PCNF99	$120	Boston			3		9:00 - 4:00	
	303PCNF99	$120	Boston			20		9:00 - 4:00	
	304PCNF99	$120	Boston				8	9:00 - 4:00	
	305PCNF99	$120	Boston				29	9:00 - 4:00	
	4000MBC99	$120	Framingham		9			9:00 - 4:00	
	4001MBC99	$120	Framingham		13			9:00 - 4:00	
	4002MBC99	$120	Framingham		21			9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Personal Computers/Windows NT	4003MBC99	$120	Framingham		28			9:00 - 4:00	
	4004MBC99	$120	Framingham			5		9:00 - 4:00	
	4005MBC99	$120	Framingham			10		9:00 - 4:00	
	4006MBC99	$120	Framingham			16		9:00 - 4:00	
	4007MBC99	$120	Framingham			24		9:00 - 4:00	
	4008MBC99	$120	Framingham				2	9:00 - 4:00	
	4009MBC99	$120	Framingham				9	9:00 - 4:00	
	4010MBC99	$120	Framingham				18	9:00 - 4:00	
	4500MAS99	$120	Brockton		6			9:00 - 4:00	
	4501MAS99	$120	Brockton		14			9:00 - 4:00	
	4502MAS99	$120	Brockton		22			9:00 - 4:00	
	4503MAS99	$120	Brockton		27			9:00 - 4:00	
	4504MAS99	$120	Brockton			6		9:00 - 4:00	
	4505MAS99	$120	Brockton			12		9:00 - 4:00	
	4506MAS99	$120	Brockton			18		9:00 - 4:00	
	4507MAS99	$120	Brockton				1	9:00 - 4:00	
	4508MAS99	$120	Brockton				9	9:00 - 4:00	
	4509MAS99	$120	Brockton				17	9:00 - 4:00	
	5000MWC99	$120	Gardner		5			9:00 - 4:00	
	5001MWC99	$120	Gardner		19			9:00 - 4:00	
	5002MWC99	$120	Gardner		26			9:00 - 4:00	
	5003MWC99	$120	Gardner			2		9:00 - 4:00	
	5004MWC99	$120	Gardner			9		9:00 - 4:00	
	5005MWC99	$120	Gardner			16		9:00 - 4:00	
	5006MWC99	$120	Gardner			23		9:00 - 4:00	
	5007MWC99	$120	Gardner			30		9:00 - 4:00	
	5008MWC99	$120	Gardner				7	9:00 - 4:00	
	5009MWC99	$120	Gardner				14	9:00 - 4:00	
	5010MWC99	$120	Gardner				21	9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Personal Computers/Windows NT	5011MWC99	$120	Gardner				28	9:00 - 4:00	
	5500QCC99	$120	Worcester		6			9:00 - 4:00	
	5501QCC99	$120	Worcester		15			9:00 - 4:00	
	5502QCC99	$120	Worcester		23			9:00 - 4:00	
	5503QCC99	$120	Worcester		27			9:00 - 4:00	
	5504QCC99	$120	Worcester			5		9:00 - 4:00	
	5505QCC99	$120	Worcester			13		9:00 - 4:00	
	5506QCC99	$120	Worcester			17		9:00 - 4:00	
	5507QCC99	$120	Worcester			24		9:00 - 4:00	
	5508QCC99	$120	Worcester				3	9:00 - 4:00	
	5509QCC99	$120	Worcester				8	9:00 - 4:00	
	5510QCC99	$120	Worcester				17	9:00 - 4:00	
Introduction to Windows 3.1	306WINF99	$60	Boston		19			9:00 - 12:00	
	307WINF99	$60	Boston			10		9:00 - 12:00	
	308WINF99	$60	Boston		19			1:00 - 4:00	
	309WINF99	$60	Boston			10		1:00 - 4:00	
Introduction to Windows 95/NT	310WINF99	$60	Boston	29				9:00 - 12:00	
	311WINF99	$60	Boston	29				1:00 - 4:00	
	312WINF99	$60	Boston		15			9:00 - 12:00	
	313WINF99	$60	Boston		15			1:00 - 4:00	
	314WINF99	$60	Boston		28			9:00 - 12:00	
	315WINF99	$60	Boston		28			1:00 - 4:00	
	316WINF99	$60	Boston			9		9:00 - 12:00	
	317WINF99	$60	Boston			9		1:00 - 4:00	
	318WINF99	$60	Boston				4	9:00 - 12:00	
	319WINF99	$60	Boston				4	1:00 - 4:00	
	320WINF99	$60	Boston				15	9:00 - 12:00	
	321WINF99	$60	Boston				15	1:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Windows 95	4011MBC99	$60	Framingham		14			9:00 - 12:00	
	4012MBC99	$60	Framingham		22			9:00 - 12:00	
	4013MBC99	$60	Framingham		27			9:00 - 12:00	
	4014MBC99	$60	Framingham			4		1:00 - 4:00	
	4015MBC99	$60	Framingham			12		1:00 - 4:00	
	4016MBC99	$60	Framingham				4	1:00 - 4:00	
	4510MAS99	$120	Brockton		7			9:00 - 4:00	
	4511MAS99	$120	Brockton		15			9:00 - 4:00	
	4512MAS99	$120	Brockton			23		9:00 - 4:00	
	4513MAS99	$120	Brockton				10	9:00 - 4:00	
	5012MWC99	$60	Gardner		13			1:00 - 4:00	
	5013MWC99	$60	Gardner			10		1:00 - 4:00	
	5014MWC99	$60	Gardner				8	1:00 - 4:00	
Introduction to Windows NT	4017MBC99	$60	Framingham		14			1:00 - 4:00	
	4018MBC99	$60	Framingham		22			1:00 - 4:00	
	4019MBC99	$60	Framingham		27			1:00 - 4:00	
	4020MBC99	$60	Framingham			4		9:00 - 12:00	
	4021MBC99	$60	Framingham			12		9:00 - 12:00	
	4022MBC99	$60	Framingham				4	9:00 - 12:00	
	4023MBC99	$60	Framingham				11	9:00 - 12:00	
	4024MBC99	$60	Framingham				11	1:00 - 4:00	
EXCEL									
Introduction to Excel 5.0	322XCLF99	$120	Boston		14			9:00 - 4:00	
	323XCLF99	$120	Boston			17		9:00 - 4:00	
	324XCLF99	$120	Boston				14	9:00 - 4:00	
	4025MBC99	$120	Framingham		5			9:00 - 4:00	
Introduction to Excel 7.0/97	325XCLF99	$120	Boston		5			9:00 - 4:00	
	326XCLF99	$120	Boston			4		9:00 - 4:00	
	327XCLF99	$120	Boston			25		9:00 - 4:00	
	328XCLF99	$120	Boston				16	9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Excel 7.0/97	4026MBC99	$120	Framingham			9		9:00 - 4:00	
	4027MBC99	$120	Framingham			30		9:00 - 4:00	
	4514MAS99	$120	Brockton		28			9:00 - 4:00	
	4515MAS99	$120	Brockton			10		9:00 - 4:00	
	4516MAS99	$120	Brockton				3	9:00 - 4:00	
	5015MWC99	$120	Gardner		15			9:00 - 4:00	
	5016MWC99	$120	Gardner				10	9:00 - 4:00	
	5511QCC99	$120	Worcester		13			9:00 - 4:00	
	5512QCC99	$120	Worcester		30			9:00 - 4:00	
Intermediate Excel 5.0	329XCLF99	$120	Boston		29			9:00 - 4:00	
	330XCLF99	$120	Boston			20		9:00 - 4:00	
Intermediate Excel 7.0/97	331XCLF99	$120	Boston		21			9:00 - 4:00	
	332XCLF99	$120	Boston			19		9:00 - 4:00	
	333XCLF99	$120	Boston				8	9:00 - 4:00	
	334XCLF99	$120	Boston				21	9:00 - 4:00	
	4028MBC99	$120	Framingham		19			9:00 - 4:00	
	4029MBC99	$120	Framingham			23		9:00 - 4:00	
	5513QCC99	$120	Worcester			19		9:00 - 4:00	
Advanced Excel 7.0/97	5017MWC99	$120	Gardner		22			9:00 - 4:00	
	5018MWC99	$120	Gardner				17	9:00 - 4:00	
Excel Charting & Organizing Data		$120						9:00 - 4:00	x
PowerUser/Visual Basic for Applications 5.0		$120						9:00 - 4:00	x
PowerUser/Visual Basic for Applications 7.0		$120						9:00 - 4:00	x
WORD									
Introduction to Word 6.0	335WRDF99	$120	Boston		22			9:00 - 4:00	
	336WRDF99	$120	Boston			18		9:00 - 4:00	
	4030MBC99	$120	Framingham		8			9:00 - 4:00	
	4031MBC99	$120	Framingham		26			9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Word 6.0	4032MBC99	$120	Framingham			13		9:00 - 4:00	
Intermediate Word 6.0	337WRDF99	$120	Boston		26			9:00 - 4:00	
	338WRDF99	$120	Boston				2	9:00 - 4:00	
	4033MBC99	$120	Framingham		26			9:00 - 4:00	
	4034MBC99	$120	Framingham			19		9:00 - 4:00	
Introduction to Word 7.0/97	339WRDF99	$120	Boston	30				9:00 - 4:00	
	340WRDF99	$120	Boston		6			9:00 - 4:00	
	341WRDF99	$120	Boston			13		9:00 - 4:00	
	342WRDF99	$120	Boston				9	9:00 - 4:00	
	4035MBC99	$120	Framingham		23			9:00 - 4:00	
	4036MBC99	$120	Framingham				3	9:00 - 4:00	
	4517MAS99	$120	Brockton		21			9:00 - 4:00	
	4518MAS99	$120	Brockton			4		9:00 - 4:00	
	4519MAS99	$120	Brockton			19		9:00 - 4:00	
	5019MWC99	$120	Gardner		7			9:00 - 4:00	
	5020MWC99	$120	Gardner				9	9:00 - 4:00	
	5514QCC99	$120	Worcester		8			9:00 - 4:00	
	5515QCC99	$120	Worcester		20			9:00 - 4:00	
Intermediate Word 7.0/97	343WRDF99	$120	Boston		16			9:00 - 4:00	
	344WRDF99	$120	Boston			5		9:00 - 4:00	
	345WRDF99	$120	Boston				1	9:00 - 4:00	
	346WRDF99	$120	Boston				22	9:00 - 4:00	
	4037MBC99	$120	Framingham			2		9:00 - 4:00	
	4038MBC99	$120	Framingham				16	9:00 - 4:00	
	5516QCC99	$120	Worcester			10		9:00 - 4:00	
	5517QCC99	$120	Worcester				1	9:00 - 4:00	
Advanced Word 7.0	5021MWC99	$120	Gardner		14			9:00 - 4:00	
	5022MWC99	$120	Gardner				16	9:00 - 4:00	
ACCESS									
Introduction to Access 2.0	347ACCF99	$120	Boston	29				9:00 - 4:00	
	348ACCF99	$120	Boston		20			9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to Access 2.0	349ACCF99	$120	Boston			16		9:00 - 4:00	
	350ACCF99	$120	Boston				9	9:00 - 4:00	
Intermediate Access 2.0	351ACCF99	$120	Boston		13			9:00 - 4:00	
	352ACCF99	$120	Boston			4		9:00 - 4:00	
	353ACCF99	$120	Boston				10	9:00 - 4:00	
Introduction to Access 7.0/97	354ACCF99	$120	Boston	30				9:00 - 4:00	
	355ACCF99	$120	Boston		22			9:00 - 4:00	
	356ACCF99	$120	Boston			12		9:00 - 4:00	
	357ACCF99	$120	Boston			30		9:00 - 4:00	
	358ACCF99	$120	Boston				18	9:00 - 4:00	
	4039MBC99	$120	Framingham		20			9:00 - 4:00	
	4520MAS99	$120	Brockton		13			9:00 - 4:00	
	4521MAS99	$120	Brockton		29			9:00 - 4:00	
	4522MAS99	$120	Brockton			5		9:00 - 4:00	
	4523MAS99	$120	Brockton			17		9:00 - 4:00	
	5023MWC99	$120	Gardner			4		9:00 - 4:00	
	5518QCC99	$120	Worcester		9			9:00 - 4:00	
Intermediate Access 7.0/97	359ACCF99	$120	Boston		14			9:00 - 4:00	
	360ACCF99	$120	Boston			5		9:00 - 4:00	
	361ACCF99	$120	Boston			20		9:00 - 4:00	
	362ACCF99	$120	Boston				14	9:00 - 4:00	
	363ACCF99	$120	Boston				29	9:00 - 4:00	
	4040MBC99	$120	Framingham			17		9:00 - 4:00	
	5519QCC99	$120	Worcester			12		9:00 - 4:00	
Advanced Access 2.0	364ACCF99	$120	Boston			9		9:00 - 4:00	
Advanced Access 7.0/97	365ACCF99	$120	Boston		19			9:00 - 4:00	
	366ACCF99	$120	Boston			17		9:00 - 4:00	
	367ACCF99	$120	Boston				17	9:00 - 4:00	
	4041MBC99	$120	Framingham				15	9:00 - 4:00	
	5024MWC99	$120	Gardner			18		9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Access Application Development 2.0	368ACCF99	$120	Boston		8			9:00 - 4:00	
	369ACCF99	$120	Boston				1	9:00 - 4:00	
Access Application Development 7.0/97	370ACCF99	$120	Boston		16			9:00 - 4:00	
	371ACCF99	$120	Boston			18		9:00 - 4:00	
	372ACCF99	$120	Boston				22	9:00 - 4:00	
HR DATA									
Introduction to HR Data in the Information Warehouse	422HRDF99	None	Boston	28				9:00 - 12:00	
	423HRDF99	None	Boston	28				1:00 - 4:00	
	424HRDF99	None	Boston		1			9:00 - 12:00	
	425HRDF99	None	Boston		2			1:00 - 4:00	
	426HRDF99	None	Boston		5			1:00 - 4:00	
	427HRDF99	None	Boston		6			9:00 - 12:00	
	428HRDF99	None	Boston		7			9:00 - 12:00	
	429HRDF99	None	Boston		8			1:00 - 4:00	
	430HRDF99	None	Boston		9			9:00 - 12:00	
	431HRDF99	None	Boston		13			9:00 - 12:00	
	432HRDF99	None	Boston		14			9:00 - 12:00	
	433HRDF99	None	Boston		14			1:00 - 4:00	
	434HRDF99	None	Boston		19			1:00 - 4:00	
	435HRDF99	None	Boston		20			9:00 - 12:00	
	436HRDF99	None	Boston		20			1:00 - 4:00	
	437HRDF99	None	Boston		22			9:00 - 12:00	
	438HRDF99	None	Boston		23			9:00 - 12:00	
	439HRDF99	None	Boston		27			1:00 - 4:00	
	440HRDF99	None	Boston		28			9:00 - 12:00	
	441HRDF99	None	Boston		29			1:00 - 4:00	
	442HRDF99	None	Boston		30			1:00 - 4:00	
	443HRDF99	None	Boston			2		9:00 - 12:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to HR Data in the Information Warehouse	444HRDF99	None	Boston			2		1:00 - 4:00	
	445HRDF99	None	Boston			6		9:00 - 12:00	
	446HRDF99	None	Boston			6		1:00 - 4:00	
	447HRDF99	None	Boston			10		9:00 - 12:00	
	448HRDF99	None	Boston			10		1:00 - 4:00	
	449HRDF99	None	Boston			12		1:00 - 4:00	
	450HRDF99	None	Boston			13		9:00 - 12:00	
	451HRDF99	None	Boston			16		9:00 - 12:00	
	452HRDF99	None	Boston			16		1:00 - 4:00	
	453HRDF99	None	Boston			18		9:00 - 12:00	
	454HRDF99	None	Boston			18		1:00 - 4:00	
	455HRDF99	None	Boston			23		9:00 - 12:00	
	456HRDF99	None	Boston			23		1:00 - 4:00	
	457HRDF99	None	Boston			27		9:00 - 12:00	
	458HRDF99	None	Boston			27		1:00 - 4:00	
	459HRDF99	None	Boston			30		1:00 - 4:00	
	460HRDF99	None	Boston				1	1:00 - 4:00	
	461HRDF99	None	Boston				3	1:00 - 4:00	
	462HRDF99	None	Boston				4	9:00 - 12:00	
	463HRDF99	None	Boston				7	1:00 - 4:00	
	464HRDF99	None	Boston				11	9:00 - 12:00	
	465HRDF99	None	Boston				14	1:00 - 4:00	
	466HRDF99	None	Boston				16	1:00 - 4:00	
	467HRDF99	None	Boston				18	9:00 - 12:00	
	468HRDF99	None	Boston				23	9:00 - 12:00	
	469HRDF99	None	Boston				30	9:00 - 12:00	
	470HRDF99	None	Boston				30	1:00 - 4:00	
PRESENTATION									
Introduction to PowerPoint 4.0	471PPTF99	$120	Boston		23			9:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to PowerPoint 7.0/97	472PPTF99	$120	Boston		2			9:00 - 4:00	
	473PPTF99	$120	Boston			10		9:00 - 4:00	
	474PPTF99	$120	Boston				3	9:00 - 4:00	
	475PPTF99	$120	Boston				21	9:00 - 4:00	
	4524MAS99	$120	Brockton			3		9:00 - 4:00	
	4525MAS99	$120	Brockton				8	9:00 - 4:00	
	5025MWC99	$120	Gardner			12		9:00 - 4:00	
	5520QCC99	$120	Worcester			3		9:00 - 4:00	
Advanced PowerPoint 7.0	5026MWC99	$120	Gardner			19		9:00 - 4:00	
DESKTOP PUBLISHING									
Introduction to PageMaker		$240							x
INFORMATION MANAGEMENT									
Outlook 97		$120							x
PROJECT MANAGEMENT									
Introduction to Microsoft Project for Windows		$240							x
MS OFFICE INTEGRATION									
MS Office Integration 4.3	476MSOF99	$120	Boston			23		9:00 - 4:00	
MS Office Integration 7.0/97	477MSOF99	$120	Boston			24		9:00 - 4:00	
	478MSOF99	$120	Boston				23	9:00 - 4:00	
	5521QCC99	$120	Worcester			6		9:00 - 4:00	
	5522QCC99	$120	Worcester				11	9:00 - 4:00	
INTERNET									
Introduction to the Internet	479NETF99	$60	Boston		7			9:00 - 12:00	
	480NETF99	$60	Boston		7			1:00 - 4:00	
	481NETF99	$60	Boston			3		9:00 - 12:00	
	482NETF99	$60	Boston			3		1:00 - 4:00	
	483NETF99	$60	Boston				10	9:00 - 12:00	
	484NETF99	$60	Boston				10	1:00 - 4:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Introduction to the Internet	4042MBC99	$60	Framingham		15			9:00 - 12:00	
	4043MBC99	$60	Framingham		15			1:00 - 4:00	
	4044MBC99	$60	Framingham			20		9:00 - 12:00	
	4045MBC99	$60	Framingham			20		1:00 - 4:00	
	4046MBC99	$60	Framingham				14	9:00 - 12:00	
	4047MBC99	$60	Framingham				14	1:00 - 4:00	
	5027MWC99	$60	Gardner		9			1:00 - 4:00	
	5028MWC99	$60	Gardner			13		1:00 - 4:00	
	5523QCC99	$60	Worcester		16			9:00 - 12:00	
	5524QCC99	$60	Worcester				18	1:00 - 4:00	
	4526MAS99	$120	Brockton		8			9:00 - 4:00	
	4527MAS99	$120	Brockton		20			9:00 - 4:00	
	4528MAS99	$120	Brockton			2		9:00 - 4:00	
	4529MAS99	$120	Brockton			13		9:00 - 4:00	
	4530MAS99	$120	Brockton				2	9:00 - 4:00	
Introduction to Web Page Development	485WEBF99	$120	Boston		9			9:00 - 4:00	
	486WEBF99	$120	Boston				28	9:00 - 4:00	
	4048MBC99	$120	Framingham		16			9:00 - 4:00	
	4049MBC99	$120	Framingham			18		9:00 - 4:00	
	4050MBC99	$120	Framingham				17	9:00 - 4:00	
	5029MWC99	$120	Gardner		9			9:00 - 4:00	
	5030MWC99	$120	Gardner			13		9:00 - 4:00	
	5525QCC99	$120	Worcester		22			9:00 - 4:00	
	5526QCC99	$120	Worcester				10	9:00 - 4:00	
HTML Authoring	487HTMF99	$240	Boston			24-25		9:00 - 4:00	
QUICK START WORKSHOPS									
WORD									
Headers, Footers and Forms	488HFFF99	$60	Boston		8			9:00 - 12:00	
	489HFFF99	$60	Boston			17		9:00 - 12:00	

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Headers, Footers and Forms	5527QCC99	$60	Worcester		20			9:00 - 12:00	
	5528QCC99	$60	Worcester				18	9:00 - 12:00	
Macros and Document Management	5529QCC99	$60	Worcester		20			1:00 - 4:00	
Mail Merge for Documents and Envelopes	490WMMF99	$60	Boston		13			1:00 - 4:00	
	491WMMF99	$60	Boston				2	1:00 - 4:00	
	5530QCC99	$60	Worcester				4	9:00 - 12:00	
Styles and Outlines	5531QCC99	$60	Worcester		29			1:00 - 4:00	
	5532QCC99	$60	Worcester				15	1:00 - 4:00	
Advanced Topics in Word	492WRDF99	$60	Boston			9		9:00 - 12:00	
	493WRDF99	$60	Boston				2	1:00 - 4:00	
EXCEL									
Charts	494XCLF99	$60	Boston		8			1:00 - 4:00	
	495XCLF99	$60	Boston			17		1:00 - 4:00	
Multiple Sheets and Linking	496XCLF99	$60	Boston		13			9:00 - 12:00	
	497XCLF99	$60	Boston			23		1:00 - 4:00	
Visual Basic Macros 5.0	498XCLF99	$120	Boston		21			9:00 - 4:00	
	499XCLF99	$120	Boston			12		9:00 - 4:00	
Visual Basic Macros 7.0/97	500XCLF99	$120	Boston				30	9:00 - 4:00	
Advanced Topics in Excel	501XCLF99	$120	Boston		15			9:00 - 4:00	
	502XCLF99	$120	Boston				15	9:00 - 4:00	
FILE MANAGEMENT									
File Manager	503WINF99	$60	Boston		27			9:00 - 12:00	
Windows Explorer	504WINF99	$60	Boston		27			1:00 - 4:00	
	505WINF99	$60	Boston			30		9:00 - 12:00	
TRANSITION WORKSHOPS									
Transition from Office 95 to Office 97	5533QCC99	$60	Worcester		16			1:00 - 4:00	
	5534QCC99	$60	Worcester				15	9:00 - 12:00	
Windows NT Upgrade		$60							x

COURSE SCHEDULES

COMPUTER COURSES

PROGRAM NAME	PROGRAM #	FEE	LOCATION	SEPT	OCT	NOV	DEC	TIME	SPRING 99
Microsoft Office 97 Upgrade		$60							x
Transition from Excel 5.0 to Excel 97	506XCLF99	$120	Boston		6			9:00 - 4:00	
	507XCLF99	$120	Boston			4		9:00 - 4:00	
	508XCLF99	$120	Boston				17	9:00 - 4:00	
Transition from Word 6.0 to Word 97	509WRDF99	$120	Boston		20			9:00 - 4:00	
	510WRDF99	$120	Boston			19		9:00 - 4:00	
	511WRDF99	$120	Boston				11	9:00 - 4:00	
Transition from Access 2.0 to Access 97	512ACCF99	$120	Boston		30			9:00 - 4:00	
	513ACCF99	$120	Boston				7	9:00 - 4:00	
Transition from PowerPoint 4.0 to PowerPoint 97	514PPTF99	$120	Boston	29				9:00 - 4:00	
	515PPTF99	$120	Boston				28	9:00 - 4:00	

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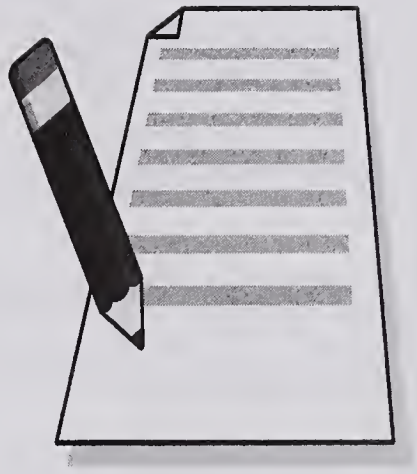
Forms



TUITION REMISSION CERTIFICATE
Commonwealth of Massachusetts
Human Resources Division

INSTRUCTIONS FOR COMPLETING TUITION REMISSION CERTIFICATE FOR STATE EMPLOYEE

- Read the Guidelines for Tuition Remission to determine whether you or your spouse are eligible for this benefit. You must bring proof of marriage to your Human Resource Director for verification. Proof of marriage must be a legal form such as a Marriage Certificate.

- You must be a full-time state employee with at least six (6) months of full-time service at the time you submit this certificate.

- Turn over and fill-in the information requested. Certificates are to be completed in ink. Employees complete sections I, II, and III. Section IV is to be filled out by your Agency's authorized Human Resources Director. Section V is to be completed by HRD.

- Proof of Marriage is needed if the Tuition Remission is being used by a spouse. The Human Resources Director will verify the proof of marriage and write a description of the proof on the line provided.

- The Human Resources Director verifies the information, signs the Certificate and forwards it to the Human Resources Division.

- The completed and signed Certificate is sent to: Human Resources Division, One Ashburton Place, Room 1002, Boston, MA 02108. **Allow three (3) weeks from date received by HRD for processing**. Check with your Human Resources Director to make sure the Certificate was sent to HRD.

- HRD will return the Certificate to your Human Resources Director.

- Submit this Certificate with the tuition bill to the State Community College, State College or University of Massachusetts campus you or your spouse will be attending.

- This Certificate is valid for 120 days from the date of issue. A new Certificate is required for each academic semester.

TURN OVER AND FILL-IN THE INFORMATION

HRD **Rev. 7/98**

TUITION REMISSION CERTIFICATE
Commonwealth of Massachusetts
Human Resources Division

Section 1: TO BE FILLED OUT BY STATE EMPLOYEE/EMPLOYEE'S SPOUSE (Only one name per form.)

To: Registrar, _____
(Name of State Community College, State College or University of Massachusetts)

Subject: Certificate of Eligibility for Tuition Remission for (check one):
[ ] State Agency Employee [ ] Spouse of State Agency Employee

The individual named below is an employee in the service of the Commonwealth of Massachusetts or is a spouse of an employee and meets the eligibility requirements for receiving tuition remission benefits for _____ at your institution. (academic semester and year)

Section II: TO BE FILLED OUT BY STATE EMPLOYEE/EMPLOYEE'S SPOUSE (Only one name per form.)

Employee Name: _____ Social Security #: _____

Work Telephone #: _____ Date: _____

Agency: _____ [ ] Managerial [ ] Non-Managerial

Agency Address: _____ Management Level: _____

City: _____ Zip: _____ Collective Bargaining Unit: _____
(if none, indicate "no unit")

(Fill out if to be used for Spouse of Employee)

Spouse Name: _____ Social Security #: _____

Home Address: _____ City: _____ Zip: _____

I certify that the above information is true (employee signature): _____

Course(s) Enrolled for: (check one) [ ] Undergraduate [ ] Graduate

Section III: VOLUNTARY INFORMATION (Of the person using the benefit)
Sex: Male [ ] Female [ ] Disability: Yes [ ] No [ ] Veteran: Yes [ ] No [ ]
Race: White [ ] Black [ ] Hispanic [ ] Asian/Pacific Islander [ ] Native American [ ] Other

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Section IV: TO BE FILLED OUT BY HUMAN RESOURCES DIRECTOR
Basis for Eligibility:
1. Employed Full-Time: [ ] Yes [ ] No 2. Agency Code #: _____ Position # _____
3. Entry date to State Service: _____
4. Date completed 6 months full-time or equivalent service: _____
5. Proof of Marriage: _____ (what shown)
Certified Eligible By:
Authorized Human Resources Director: _____ Date: _____

Title: _____ Phone: _____

Appointing Authority's Signature: _____

Section V: FOR HRD USE ONLY

Date Received: _____ Personnel Administrator: _____ Date: _____

Rev.7/98

PARTICIPANT REGISTRATION FORM
FOR *STATE* EMPLOYEES ONLY

Please use this form to enroll in programs you would like to attend. Send it to your Department Training Liaison Office (DTLO) listed in the front of this catalogue. You and your supervisor must sign this form below (#❸).

❶ Program Information

Title:_____

Program # (from catalogue):_____

Program Date(s):_____ Fee $_____

Location:_____

❷ Participant Information

Name: _____

Department:_____ Division:_____

Work Address:_____ Floor:_____

City:_____ Zip:_____

Work Phone ( )_____ Fax # ( )_____

Job Title:_____ Job Grade:_____ Bargaining Unit:_____

E-mail: ManagementLevel:

Sex:: [ ] Male [ ] Female

Race: [ ] 1. White [ ] 2. Black [ ] 3. Hispanic

[ ] 4. Asian/Pacific Islander [ ] 5. Native American

[ ] 6. Other:_____

Disability: [ ] Yes [ ] No

Special Needs (Specify):_____

❸ Signatures: (REQUIRED, OR FORM WILL BE RETURNED)

Participant:_____

Supervisor:_____

❹ Department Training Liaison Officer Information: (For DTLO use Only)

Once you receive "confirmation" status for this slot from the HRD Training Group, please provide the following information and return this entire form to the participant with instructions to present the form for admission to class.

This admission is to be charged to: (if no charge, provide just the three letter agency code for I.E. No.)

[ ] Invoice: _____ _____ _____ [ ] MMARS: ____ ____ ____ - ____ ____ ____ ____

Dept. Code 3 Alphas — Dept. Code 3 Alphas — Org. Code 4 digits

Signature:_____ Phone: ( )_____ ext._____

Status on Confirmation Report [ ]**Confirmed** [ ]**Wait List** (If this is checked, please do not attend the class.)

❺ The HRD Training Group Information (for HRD use only)

Coordinator:_____ Data entry date:_____ Initials:_____

❻ Cancellation Policy

Slots requested cannot be canceled or substituted for other courses. Scheduled participants who cannot attend should notify their DTLO so that an appropriate substitute can be arranged.

Participants must present this completed form for admission to the course.

INSTRUCTION

To enroll in HRD programs, send one participant registration form for each program you want to attend to your Department Training Liaison Officer (DTLO)

DO NOT SEND TO HRD

If selected to attend, your DTLO will sign and return the form to you. The entire completed form must be presented for admission on the day of the course.

Notify your DTLO immediately if you must cancel so a substitute can be sent. Program fees are not refundable.

Refer all registration questions to your DTLO. For additional information, call HRD Registrar at (617) 727-3777 x582. The DTLO's are listed in the front of this catalogue

PARTICIPANT REGISTRATION FORM
FOR *MUNICIPAL* EMPLOYEES

Please use this form to enroll in programs you would like to attend. Send it to your Department Training Liaison Office (DTLO) listed in the front of this catalogue. You and your supervisor must sign this form below (#❸).

❶ Program Information

Title:_____

Program # (from catalogue): _____

Program Date(s):_____ Fee $_____

Location:_____

❷ Participant Information

Name: _____

City/Town_____ Department_____

Work Address:_____ Floor:_____

City:_____ Zip:_____

Work Phone ( )_____ Fax # ( )_____

Job Title:_____ Job Grade:_____

E-mail:_____ Management Level: _____

Sex:: [ ] Male [ ] Female

Race: [ ] 1. White [ ] 2. Black [ ] 3. Hispanic
[ ] 4. Asian/Pacific Islander [ ] 5. Native American
[ ] 6. Other:_____

Disability: [ ] Yes [ ] No

Special Needs (Specify):_____

❸ Signatures: (REQUIRED, OR FORM WILL BE RETURNED)

Participant:_____

Supervisor:_____

❹ Department Training Liaison Officer Information: (For DTLO use Only)

Once you receive "confirmation" status for this slot from the HRD Training Group, please provide the following information and return this entire form to the participant with instructions to present the form for admission to class.

[ ] Invoice: _____ _____ _____ [ ] P.O. # or Check_____

Signature:_____ Phone: ( )_____ ext._____

Status on Confirmation Report [ ]**Confirmed** [ ]**Wait List** (If this is checked, please do not attend the class.)

❺ The HRD Training Group Information (for HRD use only)

Coordinator:_____ Data entry date:_____ Initials:_____

❻ Cancellation Policy

Slots requested cannot be canceled or substituted for other courses. Scheduled participants who cannot attend should notify their DTLO so that an appropriate substitute can be arranged.

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We Work for Massachusetts'

Greatest Resource.....You

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Human Resources Division
Training Group
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